

Midocean University



College of Management

Department of Project Management

**Effect of Monitoring and Controlling on Projects Success in Healthcare Field
Applied to Specialized Hospitals in Riyadh, Saudi Arabia**

اثر مراقبة ومتابعة المشاريع في القطاع الصحي على مدى نجاحها بالتطبيق على مستشفيات تخصصية في مدينة
الرياض، المملكة العربية السعودية

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Introduction

Under the recent and rapid development in Saudi Arabia and in the dynamic and complex landscape of healthcare delivery, the successful implementation of project plays a crucial role in improving patient outcome, operational efficiency, and overall quality of care. Effective monitoring and controlling practices are essential components of project management that ensure projects stay on track, meet objectives, and deliver desired results. Understanding the impact of monitoring and controlling on project success in healthcare settings is therefore paramount for healthcare organizations striving to achieve their strategic goals.

This research study aims to investigate the effect of monitoring and controlling on projects success within the context of a hospital in Saudi Arabia. By conducting a detailed case study analysis, this research seeks to explore the relationship between monitoring and controlling practices and the successful execution of healthcare projects, taking into consideration the specific challenges that may arise in a rapidly evolving healthcare environment. The specific focus on a hospital in Saudi Arabia provides a unique perspective on project management practices in a region known for its rapidly evolving healthcare sector.

Through this research, valuable insights can be gained into the strategies and mechanisms that contribute to project success in healthcare settings. By examining the role of monitoring and controlling in project management and addressing the challenges of monitoring projects in a rapidly developing sector, this study aims to provide practical recommendations and best practices that can enhance project outcomes and ultimately improve the delivery of healthcare services in the region.

Research Problem

Despite the recognized importance of monitoring and controlling practices in project management, there remain a gap in understanding how these practices specifically impact project success within the healthcare sector, particularly in the context of hospitals in Saudi Arabia. The lack of empirical evidence and research studies focusing on the relationship between monitoring and controlling and project outcomes in the healthcare settings hinders the ability of healthcare organizations to effectively manage and optimize their project portfolio.

Therefore, the research problem for this study is as follows:

What is the effect of monitoring and controlling practices on projects success in healthcare, specifically within a hospital setting in Saudi Arabia? How do these practices influence project outcome and overall performance in the delivery of healthcare services? And what are the challenges in monitoring projects initiated in a rapidly developing sector?

The Importance of the Research

The significance of this study can be summed up as follows:

- This study could be helpful in expanding the researchers' knowledge by providing a comprehensive grasp of the research variables, the elements influencing the monitoring and control of projects in this field, and potential challenges.

The objective of this study are as follows:

- Discussion of previous studies and examine the current monitoring and controlling practices employed in project management.
- To assess the impact of monitoring and controlling on the success of healthcare projects.
- To identify challenges and barriers faces in implementing effective monitoring practices in the context of hospitals in Saudi Arabia.
- To provide recommendations and best practices for enhancing monitoring and controlling processes in healthcare project management based on the finding of the study analysis.

Research Hypothesis

- Effective monitoring and controlling practices have a positive impact on project success in healthcare projects at a hospital in Saudi Arabia.
- There are challenges in monitoring projects in the healthcare sector due to the rapid development of this field.

Literature Review

According to Project Institute Body of Knowledge (PMBOK Guide,2017), "A project is a temporary endeavor undertaken to create a unique product, service, or result. The temporary nature of projects indicates a definite beginning and end. The end is reached when the project's objectives have been achieved or when the project is terminated because its objectives will not or cannot be met, or when the need for the project no longer exists." The project usually has five stages which are: Project initiation, Project planning, Project execution, project monitoring and controlling and project closing. (Project Management Institute (PMI), 2004). Through comprehensive project control, the desired objectives will be ensured. (Kuster, Hubmann, Schneider, Bachmann, & Lippmann, 2023). A project is considered effectively monitored and evaluated when it meets key criteria such as staying on schedule, adhering to budget constraints, accomplishing established objectives, and receiving approval and utilization by the targeted clients. Therefore, for a project to be acknowledged as successful, it must satisfy requirements related to time, efficiency, effectiveness, quality delivery, and other pertinent factors. (Ibeto & Justine, 2012)

It is fundamental to gain knowledge of project success and its components and to understand that project success requires very careful planning and monitoring to get the job done. Throughout the implementation of a project, the monitoring and control of tasks play a crucial role in achieving the set objectives within the designated timeframe and budget. Monitoring involves gathering, documenting, and reporting project-related information, while control measures are implemented to prevent any deviation by leveraging this information. An important aspect of monitoring is recognizing areas that need to be carefully controlled in individual projects. While time and cost are fundamental elements across projects, factors like design, quality, safety, resource allocation,

modifications, risks, and stakeholder demands also significantly influence the future success of a project. (Huemann & Turner, 2024).

As for healthcare related projects, with the implementation of healthcare reforms, the key challenge will be to sustain competitiveness, reduce expenses, and enhance profitability without compromising the quality of care delivered. Achieving this will involve identifying efficiencies within the current system. Improved resource management will contribute significantly to these efficiencies and is a primary focus of project management. (Shirley, 2020). The Implementation of project management practices in rapidly developing countries is very critical due to advanced technology, the rising complexity of projects and the limited availability of skilled personnel. (Gitamo, 2018). Organizations overseeing multiple projects experience project failures primarily due to the lack of control over project activities. The challenge lies in effectively managing all project activities to ensure successful project outcomes. This control can be achieved by introducing a suitable framework within the project lifecycle. The implementation of these frameworks is supported by project governance, which plays a crucial role in establishing the aims and objectives of the projects, as well as defining the path to achieve these objectives. This involves outlining the project's objectives and detailing the methods to reach key milestones. (Amjad, 2018)

Findings of a previous study conducted in 2018 to examine the relationship between monitoring practices and project success indicated a notable correlation between monitoring procedures and project performance. Consequently, this factor impacts the performance of projects, as the effectiveness of monitoring practices plays a vital role in determining whether projects within state corporations successfully reach their goals and objectives. ("Influence of Monitoring Practices on Projects Performance of Kenya State Corporations," 2018)

Another study that was conducted with the purpose of examining the influence of monitoring and evaluation on project performance applied on African Virtual University, Kenya highlights that only through monitoring and evaluation can project performance be accurately assessed and necessary connections made enhance performance. It stresses the significance of monitoring and evaluation planning which plays a crucial role in influencing project performance. Without a comprehensive plan, conducting meaningful monitoring and evaluation tasks would be challenging as there would be no organized approach, no identified performance data, no data collection schedule, no delegated responsibilities, and no agreed-upon data analysis methods. It also underlines the importance of monitoring training since it helps in understanding project expectations, roles and responsibilities, and addresses the staff attitude and culture, thereby enhancing the relationship between monitoring and project performance. (PHIRI, 2015).

Given the inevitability of project changes, it is essential to establish and adhere to a structured process for monitoring and managing them. This process includes collecting, evaluating, and sharing performance data, as well as scrutinizing measurements and trends to pinpoint potential process enhancements. Continuous monitoring of project performance by the project team is vital to evaluate the project's overall progress and identify any areas in need of specific focus. The project management plan, project documentation, work performance updates (which include earned value management and performance reports), contracts, environmental factors within the organization, and in-house operational resources are key inputs for monitoring and regulating project activities. Expert assessment, data analysis, decision-making processes, and team meetings serve as primary tools and methods for monitoring project progress. (Schwalbe & Furlong, 2017). This is in line with findings of a study that found that monitoring tools are valuable for determining if the desired outcomes are being met as intended, identifying necessary actions for achieving project goals during implementation, and assessing whether these efforts are positively impacting the project. These tools also highlight existing or potential problems during project implementation, necessitating solutions for ensuring smoother progress. (Hussain, 2020)

A previous study conducted to examine the role of monitoring and evaluation on project performance applied to non- governmental organizations concluded that it is evident that possessing technical expertise enhances the performance of non-governmental projects. This commences with the adept judgment of expertise, harmonizing the skills, knowledge, and abilities of project team members to enhance personnel growth, performance prediction, monitoring and evaluation training, and development. Considering the crucial roles of monitoring and evaluation systems in the success of non-governmental projects, it is advised that strategies for project performance underscore key elements such as suitable staffing, meticulous planning, efficient communication, stakeholder engagement, ample project resources, regular monitoring, control, and evaluation, among other factors. This holistic approach will safeguard the project against failure, in addition to other recommended measures. (*Karanja & Yusuf (2018)*).

According to (Watt, 2014) As for the aspects that need to be monitored throughout the projects, a variety of tools and techniques exist for planning and controlling the quality of a project. Including cost and-benefit analysis, benchmarking, control charts to define acceptable limits, and cause and effect diagrams to discover problems. The utilization of these tools depends on the project's complexity and the quality management system that is implemented. Quality monitoring strategies need to be detailed in the project plan along with the explanation of each step taken. It is crucial for all team members to comprehend the reasoning behind the metrics utilized to assess the project's success or failure.

Research Methodology

A mixed-methods approach involving surveys and interviews will be applied. This approach will help gather quantitative data through surveys to analyze trends and patterns, as well as qualitative data through interviews to gain in-depth insights and perspectives from key stakeholders. The data sources utilized in this research will primarily consist of information gathered from previous studies, as well as data analysis derived from surveys and interviews conducted for the research.

The population consists of individuals involved in project management within the selected hospitals in Riyadh, Saudi Arabia. The targeted sample includes project managers, staff members responsible for project implementation and other stakeholders directly involved in overseeing and executing healthcare projects within the hospitals in Riyadh, Saudi Arabia.

Research Limitation

For this research, some limitations should be highlighted:

- Time constraints for conducting comprehensive surveys and interviews.
- Availability of resources and expertise for data analysis and interpretation.
- Limited access to specialized hospitals in Riyadh for data collection.

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