



جامعة ميدأوشن

كلية الإدارة

قسم / تخصص ماجستير إدارة اعمال

عنوان البحث

اندماج إدارة المخاطر وإدارة المشاريع في الرعاية الصحية

Integrating Risk Management with Project Management in Healthcare

إعداد الطالب/

بندر عبدالعزيز الدوسري

[242000587](#)

إشراف/

د. الفصيل عبد الحميد

د. فايز جراد

العام الدراسي:

2024

:Introduction

In today's healthcare landscape, organizations are increasingly tasked with managing complex projects that aim to improve patient care, enhance operational efficiency, and implement new technologies. Healthcare projects, whether related to the introduction of electronic health records (EHR), facility renovations, or clinical process improvements, are essential to the advancement of modern healthcare systems. However, these projects are fraught with risks ranging from technical failures and regulatory non-compliance to clinical errors and financial overruns that can threaten their success and, in some cases, patient safety.

Traditionally, project management and risk management have been viewed as separate disciplines within healthcare organizations. Project management focuses on ensuring that projects are completed on time, within budget, and according to the specified scope, while risk management is concerned with identifying, assessing, and mitigating potential risks that could affect project success and patient safety. While these two areas have distinct goals and processes, there is increasing recognition that their integration can lead to more successful project outcomes and better management of healthcare risks.

Research Problem:

In healthcare organizations, effective management of projects—ranging from technology implementation to process improvements and facility upgrades—is crucial for delivering quality care, improving patient outcomes, and ensuring operational efficiency. However, healthcare projects are inherently complex and fraught with risks. These risks, which include technical failures, regulatory non-compliance, financial overspending, operational disruptions, and patient safety concerns, can jeopardize the success of projects and compromise healthcare delivery.

Despite the significant risks involved, project management and risk management in healthcare are often treated as separate functions. Project management focuses on meeting timelines, budgets, and deliverables, while risk management is concerned with identifying, assessing, and mitigating risks across the healthcare system. However, the lack of integration between these two disciplines creates a fragmented approach to managing healthcare projects. As a result, risks may go unaddressed or be mitigated too late in the project lifecycle, leading to delays, cost overruns, and diminished patient care.

This disconnection between project management and risk management has led to suboptimal outcomes in healthcare projects. For instance, healthcare IT systems (such as electronic health records or telemedicine platforms) may be implemented without sufficient attention to cybersecurity risks or user resistance, leading to operational disruptions or data breaches. Similarly, infrastructure projects in hospitals may overlook the potential risks associated with patient safety and care continuity during construction or renovation, leading to increased risks for patients and staff.

The research problem, therefore, is the lack of a unified approach that integrates risk management into the project management process in healthcare.

Research Importance:

The integration of project management and risk management in healthcare is an area that has been largely overlooked, despite the growing complexity of healthcare projects and the significant risks they entail. By investigating this intersection, this research will make several important contributions to both the fields of project management and healthcare.

Improved Healthcare Project Outcomes: Healthcare projects, whether related to technology .1
implementation, service improvement, or infrastructure upgrades, are inherently complex and involve multiple stakeholders, such as healthcare providers, administrators, IT professionals, and patients. When risk management is not fully integrated into the project management process, risks related to patient safety, technology failures, regulatory compliance, or operational disruptions can be overlooked, leading to project delays, budget overruns, and compromised patient care. This research will highlight how a unified approach can improve project success by identifying and mitigating risks early in the project lifecycle, leading to more effective and timely project delivery.

Enhanced Risk Mitigation Strategies: Effective risk management is critical in healthcare, where .2
even small mistakes or disruptions can have serious consequences for patient safety and organizational efficiency. This research will explore how integrating risk management into the project management process can lead to more comprehensive risk assessments, timely mitigation strategies, and ongoing risk monitoring. By aligning both areas, healthcare organizations can anticipate and address risks proactively, reducing the likelihood of adverse events and ensuring that patient care remains a priority throughout the project.

Support for Healthcare Organizations and Decision-Makers: Healthcare organizations face .3
increasing pressure to deliver projects on time, within budget, and with minimal disruptions to patient care. This research will provide healthcare managers and project leaders with practical insights into how they can align risk management with project management practices. It will offer guidance on tools, strategies, and best practices for improving project planning and execution, which can be directly applied in real-world healthcare settings. The integration of these two disciplines will empower healthcare organizations to streamline their project management processes, enhance collaboration among project teams, and improve overall project performance.

Research Goals:

- To Identify the Current Practices in Healthcare Project Management and Risk Management.** •
- To Explore the Benefits of Integrating Risk Management into Healthcare Project Management.** •
- To Develop a Framework for Integrating Risk Management with Project Management in Healthcare.** •
- To Assess the Impact of Integration on Healthcare Project Success.** •
- To Provide Practical Recommendations for Healthcare Organizations.** •
- To Contribute to Academic and Practical Knowledge in Healthcare Project Management.** •

Research Questions:

- Current Practices: What are the existing practices in healthcare project management and risk management? .1
- Benefits of Integration: What advantages does the integration of risk management bring to healthcare project management? .2
- Barriers to Integration: What challenges or barriers prevent healthcare organizations from integrating risk management and project management? .3
- Effective Integration: How can healthcare organizations effectively integrate risk and project management in practice? .4
- Impact on Project Outcomes: What impact does the integration have on healthcare project success and patient care? .5
- Practical Recommendations: What actionable recommendations can be made for integrating risk and project management in healthcare? .6
- Long-Term Systemic Impact: How does the integration improve healthcare system efficiency and resilience? .7

Research Hypotheses:

- H1: Integrating risk management improves project outcomes (timeliness, budget, quality). .1
- H2: Integrated risk management enhances patient safety and quality of care. .2
- H3: There are significant barriers to integrating project management and risk management. .3
- H4: Integrated risk management leads to fewer project failures (delays, cost overruns). .4
- H5: A unified approach improves decision-making and project success. .5
- H6: Integration enhances collaboration and communication within project teams. .6
- H7: Stakeholder satisfaction improves with integrated risk and project management. .7

Previous Research

Study: *Integrating Project Management and Risk Management* by Hillson (2003)

Study: *A Framework for Managing Risks in Healthcare Projects* by Turner et al. (2010)

Study: *Project Management in Healthcare: A Case Study* by Shankar et al. (2015)

Study: *Critical Success Factors for Healthcare Projects: A Structured Literature Review* by
Doolen and Hacker (2017)

Theoretical starting points

1. Project Management Theory

Project management theories provide a foundation for understanding how projects are initiated, planned, executed, monitored, and closed. These theories can guide your understanding of the project lifecycle, project success factors, and best practices in managing projects in healthcare.

2. Risk Management Theory

Risk management theory provides the conceptual basis for understanding how risks can be identified, assessed, mitigated, and monitored throughout the project lifecycle. This theory is central to your research because you are exploring how risk management can be integrated with project management to improve healthcare project outcomes.

3. Healthcare Management Theory

Healthcare management theory focuses on the specific challenges and complexities involved in managing healthcare systems, including organizational behavior, patient safety, regulatory issues, and healthcare delivery systems.

Research Methodology

The methodology for the study on integrating risk management and project management in healthcare is a mixed-methods approach that combines quantitative and qualitative research techniques. This approach will provide both statistical evidence and rich, in-depth insights into the effectiveness, challenges, and outcomes of integrating these two crucial management practices in healthcare projects. By employing surveys, case studies, interviews, and statistical analysis, you will be able to answer your research questions, test your hypotheses, and contribute valuable knowledge to the field.

Research tools

- ❓ **Surveys/Questionnaires** (Google Forms, SurveyMonkey) to collect quantitative data on current practices and perceptions. •
- ❓ **Interviews** (Zoom, Otter.ai) to gather qualitative insights from key stakeholders. •
- ❓ **Case Study Protocols and Archival Documents** to analyze real-world healthcare projects. •
- ❓ **Data Analysis Tools** like SPSS, R, NVivo, or Excel for both quantitative and qualitative data analysis. •

Limitations

- Data Availability and Access – Confidentiality issues and limited access to detailed project data. .1**
- Sample Size and Representativeness – Small or non-representative sample sizes can affect generalizability. .2**
- Scope and Contextual Factors – Variability across healthcare projects, organizations, and geographic locations. .3**
- Complexity of Measuring Integration Impact – Difficulty in isolating the effect of risk management integration on project success. .4**
- Time and Resource Constraints – Limits on how much data you can collect and analyze. .5**
- Organizational Resistance – Barriers to participation or willingness to share honest feedback. .6**
- Ethical and Confidentiality Concerns – The sensitivity of data and the need for informed consent. .7**
- Statistical and Analytical Limitations – Limitations in establishing causality and relying on self-reported data. .8**

References

Books and Textbooks

Project Management for Healthcare - Author(s): David Shirley , Published: 2011

**Risk Management in Healthcare Institutions: Limiting Liability and Enhancing Care - Author(s):
Donna J. Slovensky, Patricia M. Morris , Published: 2013**

Healthcare Project Management - Author(s): Kathy Schwalbe Published: 2015