



COSC510 – SOFTWARE PROJECT MANAGEMENT

Assignment 2

Case Study: Healthcare IT Project

Critique: Need and Value of Determining Stakeholder and User Requirements in a Healthcare IT Project and their influence in the planning and execution phases of the project.

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Case Study: Healthcare IT Project

Stakeholders and Users

Stakeholders: Stakeholders are individuals, groups, or organizations who may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project (The Project Management Institute, 2021). In the given case study, stakeholders include:

- Hospital Director (Jonathan Grey): The project sponsor who oversees the entire project.
- OR Manager (Frankie Stone): Responsible for managing the operating rooms and associated administrative tasks.
- Facilities Manager (Simon Collins): Oversees the hospital buildings and construction work.
- Finance Manager (Jacqui Jasper): Manages the project's financial aspects and budget.
- Head of Human Resources (Terry Flynn): Involved in planning staff training.
- Head of Clinical Services (Katrin Speech): Concerned with how the project affects clinical operations.
- Surgeons and OR Staff: Will use the new IT equipment and software.
- Construction Company: Involved in building the new wing.
- IT Installation Contractors: Responsible for installing IT equipment and network.
- PC Supplier: Provides computers and other IT equipment.
- Training Experts: Conduct training sessions for staff.
- Local Authorities and Health & Safety Executive: Ensure compliance with regulations.
- Patients: Indirectly affected by the project's outcomes.

Users: Users are those individuals who will directly interact with the IT systems being implemented. So, here in this case study, users include:

- OR Manager (Frankie Stone): Uses the new IT equipment and software in her office.
- Surgeons: Use the IT equipment and orthopedic templating software in the operating rooms.
- OR Staff: Use the IT equipment and may require training.
- Hospital Staff: Use new equipment like PCs, printers, and telephones.
- Patients (indirectly): May receive help from improved services provided by the new equipment and software.

In summary, the case study outlines various stakeholders and users involved in the healthcare IT project, each with their own interests and roles to play in the project's success. There are at least 13 different types of stakeholders and 5 types of users highlighted in the given case study.

Need for Determining Stakeholder and User Requirements

There is always a need to decide stakeholder and user requirements in every project due to several factors.

Alignment with Goals: Stakeholder and user requirements help align the project with the overall goals of the organization. In this case, the goal is to transform Armidale Health Hub into an orthopedic centre of excellence. Understanding stakeholder and user needs ensures that the project contributes effectively to this goal.

Risk Management: Understanding user requirements helps in finding potential risks and issues early in the project, reducing the chances of scope creep.

Quality Assurance: Clearly defined requirements provide a basis for evaluating project deliverables. They help ensure that the IT equipment, software, and training provided meet the necessary standards and are fit for purpose.

Resource Allocation: Understanding stakeholder and user requirements helps in resource allocation. It allows the project team to distribute resources effectively to meet those requirements within the distributed budget and time limit.

Communication and Collaboration: Deciding stakeholder and user requirements encourage effective communication and collaboration among stakeholders, ensuring everyone is on the same page of project goals and outcomes.

In summary, deciding stakeholder and user requirements significantly affects the overall management of the project by aligning with goals, managing risks, enhancing quality, distributing resources, making effective communication and collaboration. Failure to understand and meet these requirements can lead to project failure or dissatisfaction among stakeholders and users. Therefore, it's essential to gather, analyse, and manage requirements throughout the project lifecycle (The Project Management Institute, 2021).

Highlighted value for deciding stakeholder and user requirements.

In the given case study, the value highlighted for deciding stakeholder and user requirements is **user involvement**. Throughout the case study, there are several instances where the project team seeks input and involvement from various stakeholders and end-users:

Training Needs: Frankie Stone, the OR manager, emphasizes the need for documenting and approving training needs and materials for her team. This highlights the importance of understanding user requirements for training.

Scope Changes: When considering scope changes, such as installing PCs in more consulting rooms and adding Wi-Fi for patients, the project team acknowledges the importance of understanding the needs of both patients and staff.

Orthopedic Templating Software: The selection of OrthoView software for orthopedic templating is based on the preferences and requirements of surgeons and other medical staff.

Communications Management Plan: The project team develops a communications management plan to ensure effective communication with both internal and external stakeholders.

Training Plan: The project team develops a training plan for the OR team, considering their existing duties and ensuring minimal disruption to hospital operations.

In summary, the case study highlights the critical role of understanding and involving stakeholders and users to ensure the project's success (The Project Management Institute, 2021).

Influence on the Planning Phase

The information achieved from deciding stakeholder and user requirements significantly influences the planning phase of the project in several ways:

Scope Definition: Understanding stakeholder and user requirements helps in clearly defining the scope of the project. The project team can use this information to find what needs to be included in the project deliverables and what should be excluded.

For example, the project team can define the specific IT equipment, software, and training needed based on the requirements of the OR manager and other stakeholders.

Resource Allocation: The information gathered helps in deciding the resources needed for various project activities. Resources such as personnel, equipment, and budget can be distributed based on the identified requirements.

For example, the project team can distribute resources for buying PCs, software licenses, and hiring trainers for user training sessions.

Schedule Development: Stakeholder and user requirements influence the project schedule by defining the timing and sequencing of activities. The schedule must accommodate activities related to fulfilling these requirements.

For example, the timing of IT equipment installation, software setup, and user training sessions must align with the project timeline and stakeholder needs.

Risk Management: The identified requirements help in finding and managing risks associated with the project. Risks related to meeting stakeholder expectations, resource availability, and technical challenges can be assessed based on the requirements.

For example, the risk of delayed delivery of IT equipment can be reduced by planning for alternative suppliers or ordering well in advance.

In summary, the information gathered from deciding stakeholder and user requirements influences the planning phase by shaping scope definition, resource allocation, schedule development, and risk management measures. It ensures that the project plan aligns with stakeholder needs and expectations, ultimately contributing to the success of the project (The Project Management Institute, 2021).

Influence on the Execution Phase

The information obtained from deciding stakeholder and user requirements significantly influences the execution phase of the project in the following ways:

Task Prioritization: Stakeholder and user requirements help prioritize tasks during the execution phase. Tasks related to fulfilling critical requirements are prioritized to ensure that key deliverables are met on time.

For example, tasks related to setting up essential IT infrastructure and training staff on critical software are given priority.

Quality Assurance: Stakeholder and user requirements serve as quality benchmarks for project deliverables during execution. Quality assurance measures are implemented to ensure that deliverables meet these requirements.

For example, testing and validation activities are conducted to ensure that IT equipment is installed correctly, and software functions as expected.

Communication Management: Stakeholder and user requirements guide communication strategies during execution. Regular updates on the progress of meeting requirements are communicated to stakeholders.

For example, progress reports on IT equipment installation, software setup, and training sessions are shared with relevant stakeholders to keep them informed.

Monitoring Progress: Stakeholder and user requirements serve as benchmarks for monitoring progress during execution. Progress is measured against these requirements to ensure that project goals are being met.

For example, the project team tracks the completion of IT equipment installation, software setup, and training sessions to ensure that they align with stakeholder expectations.

In summary, the information gathered from deciding stakeholder and user requirements influences the execution phase by prioritising task, assuring quality, managing communication, and progress monitoring. It ensures that the project stays on track and delivers outcomes that meet stakeholder needs and expectations (The Project Management Institute, 2021).

References

The Project Management Institute. (2021). *The standard for project management and a guide to the project management body of knowledge (PMBOK guide)*. Pennsylvania: Project Management Institute, Inc.