

CAHS Research Education Program Research Skills Seminar

Project Management

17th May 2024



Presented by

Melanie Wright
Director of Research,
South Metropolitan Health Service

Excellent health care, every time

Care • Integrity • Respect • Excellence • Teamwork







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Project Management

PRESENTATION SLIDES



Acknowledgement of Country

The Child and Adolescent Health Service acknowledge
Aboriginal people of the many traditional lands and
language groups of Western Australia.

We acknowledge the wisdom of Aboriginal Elders
both past and present and pay respect to
Aboriginal communities of today.

Research Skills Seminar Series

- Over 25 topics across the research process
 - 1h overview
 - o Handouts are provided
- Recorded and uploaded
- Feedback
 - Back of handout
 - o Emailed link
- Please hold questions to the end

o Use provided microphone

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Introduction









Agenda

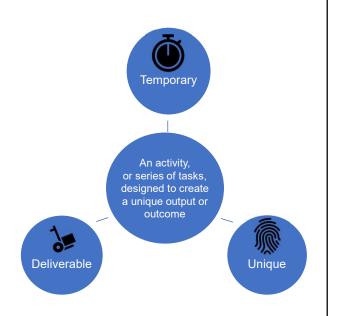
- Projects and Project Management
- People
- Planning
- Managing
- Questions



What is a project?

A **project** is a set of tasks which must be completed in order to arrive at a particular goal or outcome: new service, new hospital, change to patient flow.

A **research project** has a goal of developing new knowledge: publication, new drug, new device, new policy or practice.



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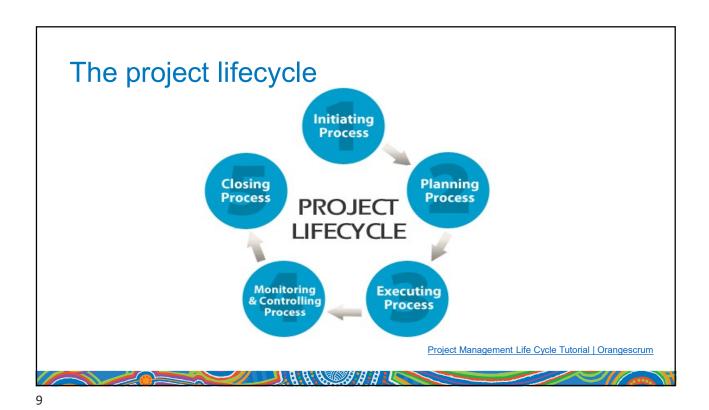
What is project management?

"the planning, delegating, monitoring and control of all aspects of the project, and the motivation of those involved, to achieve the project objectives within the expected performance targets for:

HIR WORLD HILL

time,
cost,
quality,
scope,
benefits and
risks"

(Managing Successful Projects with PRINCE2®, 2013, p4)



Project documentation

Project documentation	Small project	Medium project	Large project	
Project Brief	✓	×	×	
Project Schedule (Gantt chart)	✓	~	~	
Project Initiation Documentation (PID)	×	√	~	
Project Issue Register	×	~	~	
Project Risk Register	×	~	~	
Project Status Report	·	~	~	
Project Closure Report	·	~	~	

Research Projects typically have:

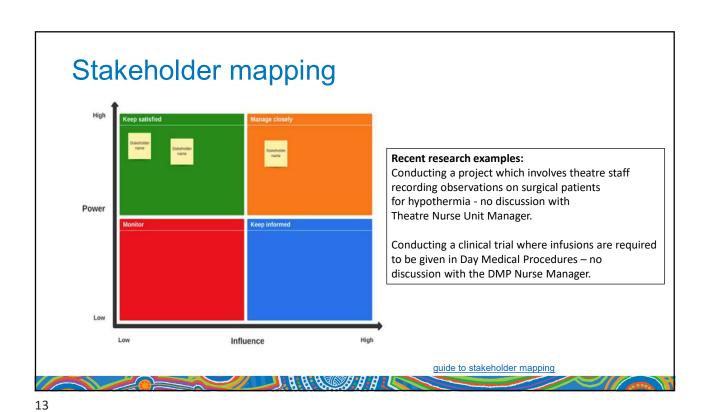
- Protocol
- Participant Information & Consent Form
- Budget
- Legal Agreements
- Approval letters: HREC, Site Authorisation, CTN, Radiation Safety etc
- Study specific documents : site files, training logs
- Annual Reports
- Safety Reports
- Site Closure
- Project Closure



Managing stakeholders

Is one of the most critical and challenging aspects of project management which requires careful planning

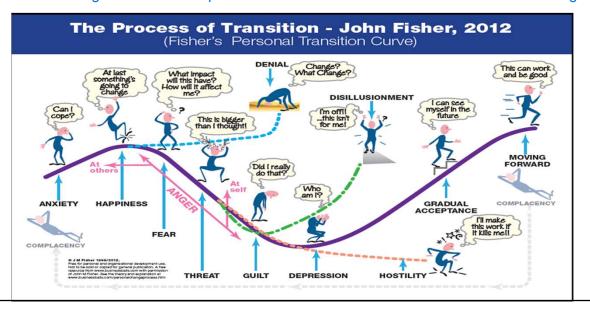
Stakeholder mapping tools assist with identification of stakeholders, how to engage and keep them engaged, and how to prioritise them by using a power/influence grid

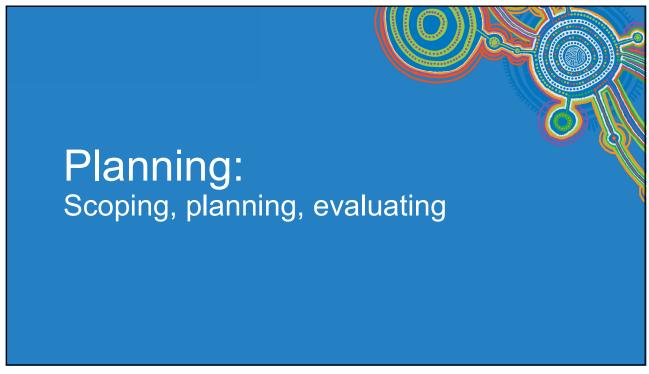


Communications Plan

Target audience	Information	Frequency	Owner	Channel	Effort calculation	Goal or desired result	Date distributed/ planned
Project team members	Project status and updates	Fortnightly	Project Manager	Face to face	2 hours per month	Ensure each member of the project team is aware of their role	Every 2 weeks on a Tuesday
Vendor/ contractors meeting	Performance review with vendor	Monthly	Project Manager and vendors	Virtually via video conference	1 hour	Review project progress and decide on any adjustments that need to be made	Monthly
Executive leadership team	Project high- level report	Weekly	Project Manager and Senior Executives	Email	1 hour	Keeping executives informed of the performance of the project and any need for escalation	End of the week

Change Management
"There is nothing more difficult or perilous than to take the lead in the introduction of change"





Scope

- What are you trying to achieve? (output, outcome, benefit)
- Specify where this issue is a problem?
 (i.e. site wide or one ward)
- Why are you investing time and energy into this project?

What are the drivers? (i.e. improved patient care)

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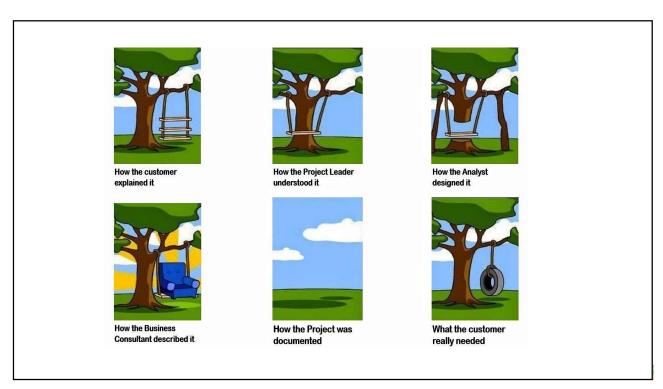
Scope

Scope issues can occur if the scope of the project is too large / too narrow and/or unclear

 How long will it take you to work through the issue? (Be realistic)

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- What is the priority level of this work? (Yours, team, organisation)
- Am I clear about the problem / opportunity?
- What is in and out of scope? And why?



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Planning

- Planning is the act or process of making and maintaining a plan
- Most important **phase** of any project
- Poorly planned projects cause frustration, waste and re-work
- It is essential to allocate sufficient time to the planning stage

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• A high proportion of projects fail due to lack of planning (up to 75%)

Planning

- A Project Brief can assist to clarify your problem, goal and plan of action – in research a clear protocol or grant application
- A Gantt chart / project schedule can be useful to keep you on track with your deliverables or milestones – in research the protocol timeline
- Need to be clear about what you are doing, by when, to achieve what in research the protocol / timeline / grant application
- Need to have a strong governance framework and an Executive Sponsor that can influence and drive the changes required – in research the CPI, Sponsor or CRO



SMART Example

Starting point: I want to do some research to reduce Cancer rates

Questions:

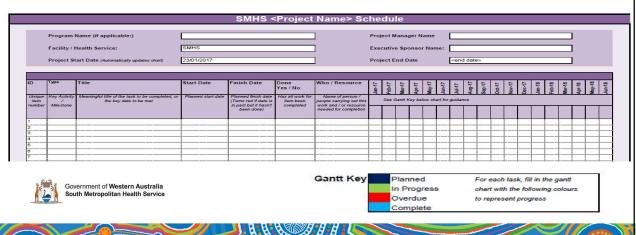
- o Reduce by how much? What is the current rate at your hospital?
- What is the national and worldwide rate?
- What cancers specifically as there are more than 200 types?
- o When does this need to be achieved by?

End point : To reduce bladder cancer mortality rates in men from 81% to 30% in Western Australia by 31/12/2030

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Project Schedule

Henry Gantt - American mechanical engineer and management consultant created the **Gantt chart** in the 1910s as a graphic schedule for the planning and controlling of work and recording progress towards stages of a project.





Managing a project

There are a number of elements involved in effectively managing a project:

- Legislative and policy compliance
- Effective financial and contract management
- Identifying and managing risks and issues
- Managing data
- Project closure

<u>Project Management Templates</u> (health.wa.gov.au)

Legislative and policy compliance

Legislative acts: Health Services Act 2016; Guardianship and Administration Act 1990

Local, state and national policies

For research projects: National Statement and Code of Conduct; ICH Good Clinical Practice; Ethics and Governance approvals and reporting

National Statement on Ethical Conduct in Human Research 2023 | NHMRC 2018 Australian Code for the Responsible Conduct of Research | NHMRC ICH Guideline for Good Clinical Practice | Therapeutic Goods Administration (TGA)

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Effective financial and contract management

- Budget: have you managed a budget before?
 Who can help you in your organisation?
- Financial reporting : what is expected?
 And when?



• **Procurement / tender processes :** can be lengthy and often the time required is underestimated

Effective financial and contract management

- Funders: grants, commercial companies, research institutes
- For research projects: Funding Agreement; CTRA / DTA / MTA and Amendments / Variations; Insurance and Indemnities; Intellectual Property; publications; confidentiality clauses

HRWWH HR

Understand the delegated authority for your organisation and consult early

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Identifying and managing issues

Issue logs / registers: an issue "covers any relevant event that has happened, was not planned, and requires management action" (PRINCE2®)

Capture, control and manage the issue

Example: the CPI of your project resigns from the hospital and the study

Identifying and managing risks

Risk registers: a risk is an "uncertain event or set of events that should it occur, will have an effect on the achievement of objectives" (PRINCE2®)

Identify and describe risk; document and rank risk; mitigate or manage risk.

Check your organisational risk management templates / policies

Example: a risk in a research project could be that you may not be able to recruit sufficient participants

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Managing data

Data : privacy, access, use, disclosure, third party stipulations, ownership, retention, storage, destruction. Check organisational policies

Research projects: are you doing what you have said you will do in the DTA, PICF and Protocol? Have you considered the FAIR principles of findable, accessible, interoperable and reusable research data?

FAIR Principles for Research Data Management | ARDC

Project closure

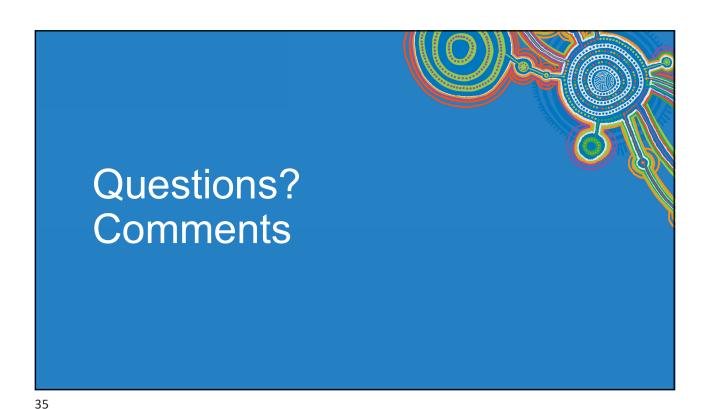
Closure: was the project completed on time and on budget; deliverables / milestones achieved; desired quality reached; scope contained; benefits realised; risks mitigated and managed; and lessons learnt documented



For research projects: publications, translation and research impact.

JAHUS BEE





Coming up next

7 Jun Research Impact - Dr Tamika Heiden, Research Impact Academy

14 Jun Consent and Participant Recruitment
Prof Daniel Fatovich and Mark Woodman EMHS

Register \rightarrow <u>trybooking.com/eventlist/researcheducationprogram</u>

We love feedback

A survey is included in the back of your handout, or complete online https://tinyurl.com/surveyProjectManagement

🖂 ResearchEducationProgram@health.wa.gov.au 😞 cahs.health.wa.gov.au/ResearchEducationProgram



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Project Management

RESOURCE NOTES

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1. Project Management methodologies

- Waterfall
- Agile
- Scrum
- Kanban
- Adaptive Project Framework
- Lean
- Critical Path
- Six Sigma
- PMI's PMBOK
- PRINCE2
- Rapid application development
- ... And many more

A good summary of these methodologies is available here - https://www.teamwork.com/project-management-guide/project-management-methodologies/

2. Project Management software options

- Hive
- Trello
- Asana
- Basecamp
- Smartsheet
- Wrike
- Jira
- Clickup
- Airtable
- Workfront
- GanttPro
- WorkzoneHubspot
- ... And many more

A good summary of some of the software available to support project managers is available here - https://hive.com/blog/project-management-software/



3. Project Management tools

- SWOT
- SMART objective framework
- Project charter
- Gantt charts
- Work Breakdown Structures
- Project schedule and task lists
- Project Baseline
- Stakeholder matrix
- Communications plan
- Power-Interest grid
- Risk matrix
- Risk map
- Risk register
- Governance structure
- Evaluation framework

4. Further training

For those interested in pursuing a formal project management qualification, there are a number of qualifications available, across a number of providers.

For example:

- Australian Institute of Management Certificate IV / Diploma
- Australian Institute of Project Management
- PRINCE2 Foundation and Practitioner
- Project Management Professional
- Australasian Institute of Research Management Society
- Project Management Institute: PMBOK / PMP
- TAFE courses, e.g. <u>BSB41515 Certificate IV in Project Management Practice</u>
- University online/on campus courses, e.g. Graduate Diploma in Project Management;
 Master Project Management



5. Presentation resources

Managing Successful Projects with PRINCE2®, 2013, p4

Project Management lifecycle tutorial

https://www.orangescrum.com/amp/tutorial/introduction-to-project-management/project-management-life-cycle

Guide to stakeholder mapping https://lucidspark.com/blog/a-guide-to-stakeholder-mapping

https://project-management.com/communication-plan/

Project Management Templates (health.wa.gov.au)

FAIR Principles for Research Data Management | ARDC









Research Skills Seminar Series

A free, open-access resource designed to upskill busy clinical staff and students and improve research quality and impact.

2024 Seminar Schedule

Interactive in pdf format Last updated 10/5/24

#	DATE	TOPIC	PRESENTER	ENROL	WATCH
1	9 Feb	Research Fundamentals	Dr Kenneth Lee, UWA	-	2024
2	16 Feb	Introductory Biostatistics	Michael Dymock, TKI	-	2024
3	8 Mar	Social Media in Research	Dr Amy Page, UWA	-	2024
4	22 Mar	Introduction to Good Clinical Practice	Alexandra Robertson, CAHS	-	2024
5	19 Apr	Research Governance	Dr Natalie Giles, CAHS	-	2024
6	3 May	Scientific Writing	A/Prof Tony Kemp, UWA	-	2024
7	17 May	Project Management	Melanie Wright, SMHS	-	2023
8	7 Jun	Research Impact	Dr Tamika Heiden, Vic	REGISTER	2023
9	14 Jun	Consent and Participant Recruitment	Prof Daniel Fatovich and Mark Woodman, EMHS	REGISTER	2024
10	21 Jun	Consumer & Community Involvement in Research	Belinda Frank, TKI	REGISTER	2023
11	19 Jul	Getting the Most out of Research Supervision	Dr Timothy Barnett, TKI	REGISTER	<u>2022</u>
12	26 Jul	Oral Presentation of Research Results	Dr Giulia Peacock, CAHS	REGISTER	2023
13	2 Aug	Sample Size Calculations	Michael Dymock, TKI	REGISTER	2023
14	9 Aug	Rapid Critical Appraisal of Scientific Literature	Dr Natalie Strobel, ECU	REGISTER	2023
15	16 Aug	Media and Communications in Research	Peta O'Sullivan, CAHS	REGISTER	2023
16	23 Aug	Knowledge Translation	Prof Fenella Gill, Curtin/CAHS	REGISTER	2023
17	30 Aug	Conducting Systematic Reviews	Prof Sonya Girdler, Curtin Uni	REGISTER	<u>2023</u>
18	6 Sep	Involving Aboriginal Communities in Research	Cheryl Bridge, TKI and co.	REGISTER	2023
19	11 Oct	Grant Applications and Finding Funding	Dr Tegan McNab, TKI	REGISTER	<u>2023</u>
20	18 Oct	Data Collection & Management (REDCap)	Dr Giulia Peacock, CAHS	REGISTER	2023
21	25 Oct	Statistical Tips for Interpreting Scientific Claims	Michael Dymock, TKI	REGISTER	2023
22	1 Nov	Survey Design and Techniques	Dr Giulia Peacock. CAHS	REGISTER	2023
23	15 Nov	Ethics Processes for Clinical Research in WA	Dr Natalie Giles, CAHS	REGISTER	2023
24	22 Nov	Qualitative Research Methods	Dr Lorna Davin, Uni Notre Dame	REGISTER	2023
25	29 Nov	Innovation and Commercialisation	Dr Helga Mikkelsen (Brandon BioCatalyst) & Ashley Schoof (TKI)	REGISTER	2022

Register via Trybooking.com

View recorded seminars online

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(08) 6456 0514

cahs.health.wa.gov.au/Research/For-researchers/Research-Education-Program





Monday 20 May 2024

- 1 Promote your research
- 2 Speak with other researchers
- Get involved in research
- Clinical Trials Workshop 12.00 - 2.00pm

Presented by Dr Charlie McLeod

Come for a chat and bring along your questions for our Clinical Trials and Ethics & Governance teams



ALL WELCOME



REGISTER FOR FREE

For more information on how to be involved contact: Giulia.Peacock@health.wa.gov.au



2024 Research Skills Workshop Series

Setting up Clinical Trials Workshop

20th May 2024

12.00 - 2.00pm



Clinical trials are the benchmark for testing interventions in healthcare. This workshop aims to provide practical advice to clinical researchers who want to gain insight on how to develop and complete their clinical trial on time and within budget. Learn practical aspects of the steps involved in developing a clinical trial from the research idea to protocol development and execution.



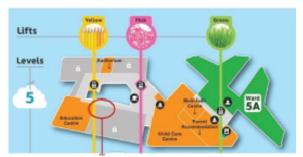
Dr Charlie McLeod

Paediatric Infectious Diseases Clinician Researcher, Research Fellow, Raine Fellow, Deputy Director of the Wesfarmers Centre of Vaccines and Infectious Diseases Telethon Kids Institute

Charlie McLeod is an Infectious Diseases clinician researcher, RAINE clinical research fellow (2021-24), deputy director at the Wesfarmers Centre for Vaccines and Infectious Diseases (Telethon Kids Institute) and a clinical lead in the Infectious Diseases Implementation Research Team at Telethon Kids Institute.

McLeod's interest lies in patient-centred, policy driven research using innovative clinical trial methodologies and analytic approaches. They are currently co-leading the Platform Trial in COVID-19 priming and BOOsting (PICOBOO), an MRFF-funded adaptive platform trial evaluating different COVID-19 booster strategies in immunocompetent Australians.

PCH, level 6 TKI Manda



Accessible via the yellow lift

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/iew recorded seminars online

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Places are capped at 40. Laptops are available if required



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Workshop 4: Troubleshooting REDCap

28th May 2024

2.00 - 4.00pm

Help is here!

- This workshop explores a more in-depth look at advanced features in REDCap and how to design and distribute a survey through REDCap.
- Enrolment in this workshop requires previous attendance at one of our preliminary sessions (Basic OR Intermediate) or be able to demonstrate that you are already administering projects within REDCap.
- Do you know how to create a project from scratch AND are you comfortable with applying branching logic? If no please register for an Intermediate Workshop. This workshop is for users who are already comfortable using the REDCap interface.



Meet the presenter

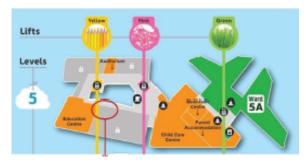
Open to all WA Health and TKI staff only.

Dr Giulia Peacock
CAHS Research Education Program Research Fellow

Giulia graduated medical school from the University of Notre Dame Fremantle in 2014. She supplements her clinical work as an Advanced Paediatric Trainee by conducting and publishing research in paediatric cardiology and through active involvement in medical education.

She is currently completing her Masters in Clinical Science, Child Health Research at the University of Western Australia. She hopes to ensure easy accessibility to research education and support, to create best outcomes for all patients.

PCH, TKI Level 5 Seminar Room



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Register via Trybooking.com

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Places are capped at 40. Laptops are available if required

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Research Skills Seminar Series

A free, open-access resource designed to upskill busy clinical staff and students and improve research quality and impact.

Research Impact

7th June 2024

12.30 -1.30pm



Is my research making an impact?

There is an increasing requirement for researchers to demonstrate the impacts of their research to funders, stakeholders and to the community. This seminar will provide insights into the requirements of an impact statement required for an NHMRC Investigator or Synergy grant. You will learn the tools and techniques to develop and write NHMRC impact statements.



Meet the presenter

Dr Tamika Heiden Founder and Principal, Research Impact Academy

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The Research Impact Academy is a consulting service supporting researchers since 2014.

Coming from a background in health and medical research, Tamika now helps researchers, research organisations, funding bodies, government agencies, and industry organisations to create, capture, evaluate and communicate research impact.

Since 2018, Tamika has worked with over 600 researchers to perfect their NHMRC impact statements for the Investigator Grants. To date, she has supported researchers in securing more than \$100 Million in research funding, with her clients enjoying an average success rate of 30%. Tamika also hosts the annual Research Impact Summit, the first global online and free conference dedicated to research impact.

Perth Children's Hospital Auditorium

Level 5, 15 Hospital Ave Nedlands Accessible via pink or yellow lifts

Access online via Teams or Avaya or Watch from a hosted video-conferencing site

- Fiona Stanley Hospital
- Lions Eye Institute
- Pathways in Shenton Park
- Royal Perth Hospital









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A light lunch is provided for our in-person attendees. Bookings are essential.



A free, open-access resource designed to upskill busy clinical staff and students and improve research quality and impact.

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lease complete this 1-minute evaluation. our feedback will help guide future preser	ntations a	and educatio	onal activiti	es.		
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Online via Teams	J.g. 1 OI 1,	Lions Lyc, i	ti i i oto.j			
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lease rate your agreement with the fol	lowing s	tatements:				
	N/A	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
The aims and objectives were clear	\bigcirc	0	\circ	\bigcirc	\circ	0
The session was well structured	\bigcirc	\circ	\circ	\circ	\circ	\circ
Presentation style retained my interest	\circ	\circ	\circ	\circ	\circ	\circ
The speaker communicated clearly	0	\circ	\circ	\circ	\circ	\circ
The material extended my knowledge	\circ	\circ	\circ	\circ	\circ	\circ
The additional resources were helpful	0	\circ	\circ	\circ		\circ
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ow did you hear about the seminar? ou can select multiple answer)						
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Healthpoint Intranet Upcoming E	vents					

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