

Streamlining Multi-Departmental Coordination for Timely Healthcare Facility Launch



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Abstract

This paper addresses the formidable challenge of establishing a new primary care facility in response to the healthcare needs of a 5,000-member community in Florida within a stringent one-year timeframe. The synchronization of ten internal key departments is crucial for delivering a fully operational healthcare facility to the operations department. These departments encompass Legal, Infrastructure, Licensing, Insurance, Purchasing, Infrastructure Technology (Hardware and Software), Human Resources, Operations, Credentialing, and Facilities. To tackle this challenge effectively, the requirement phase of the Waterfall project management methodology was employed. This approach was used to gather information to develop a detailed project plan that facilitated efficient coordination among the departments. The critical path identified in the project plan is Location Selection, Letter of Intent, Lease, City Permit, Construction, and Opening Day. Any delays in these stages will significantly affect the project's timeline.

Introduction

In response to the growing healthcare needs of a membership of 5,000 patients in Florida, an insurance company hired a healthcare provider to establish a new primary care facility within a year. The healthcare provider is responsible for offering this membership primary care services. For this to happen, the healthcare provider needs to orchestrate the synchronization of ten internal key departments to deliver a fully functional healthcare facility. This facility is ultimately delivered to the Operations department.

The departments involved in the delivery of a fully functional facility are Infrastructure, Licensing, Insurance, Purchasing, Infrastructure Technology (Hardware and Software), Human Resources, Operations, Credentialing, and Facilities.

The space normally needed for a primary care facility is 4,500 square feet. The facilities within the building need to be newly constructed and no second-generation healthcare centers can be used as an option.

Objective

The objective of this initiative is to formulate a comprehensive project plan that intricately outlines all activities and their corresponding timelines and tasks per department, facilitating the efficient and coordinated launch of the new primary care center within the challenging one-year timeframe.

Methodology

The project focused on the initial phase of the Waterfall methodology, which is the requirements gathering stage. To collect the necessary information for developing the project plan, as stipulated in the requirement phase, the following methodology was adopted [1]:

- STEP 1** → Interviews and Task Analysis. The process began by engaging with each department lead to comprehending the tasks they managed. A one-hour interview was scheduled with each department lead.
- STEP 2** → Defining Interdependencies. Following the interviews, the focus shifted to outlining how tasks across departments were linked.
- STEP 3** → Creating the Project Plan. Next, a comprehensive project plan was developed. This plan incorporated the insights gained from the interviews and interdependency analysis.
- STEP 4** → Identifying the Critical Path. Within the project plan, the critical path was pinpointed – the sequence of tasks that determined the project's timeline.
- STEP 4** → Validation and Finalization. In the last phase, a return was made to the department leaders. The project plan was presented, seeking their input and final approval.

Results and Discussion

A comprehensive project plan was developed to encompass the tasks and subtasks performed by the 10 key departments. The project plan was designed to unfold over a one-year timeline. Table 1 presents the identified high-level tasks, including their respective durations, per department and the Gantt Chart. The interdependencies among the departments are illustrated in Figure 1. The critical path is highlighted in red in Figure 1.

Table 1: High-Level Project Plan and Gantt Chart

Task Name	Duration	1/1	2/1	3/1	4/1	5/1	6/1	7/1	8/1	9/1	10/1	11/1	12/1	1/1
Medical Center Readiness	361													
Broker														
Select Location	45	█	█											
Legal														
Letter of Intent	30		█	█										
Lease	30			█	█									
Medical Center Design														
Architect Selection	50		█	█	█									
Construction Document	40			█	█	█								
Construction														
City Permit	81				█	█	█	█						
GC Selection	50				█	█	█	█	█					
Construction	165								█	█	█	█	█	█
Insurances														
General Liability	45					█								
Builder Risk	5													
Property Insurance	45													█
Malpractice Insurance	45													█
Purchasing														
Item Specification	120			█	█	█	█							
Vendor Evaluation & Negotiation	60							█	█					
Items Delivered	15													
Infrastructure Technology														
Medical Security	165								█	█	█	█	█	█
IT Specification	30								█					
Internet Connection	90									█	█	█	█	█
Electronic Medical Records	65										█	█	█	█
Human Resources														
Supervisor	45													█
Medical Doctor	60													█
Nurse Practitioner	45													█
Medical Assistance	30													█
Administrative Assistance	30													█
Credentialization														
Operations														
Call center readiness	15													█
Laboratory Set Up	15													█
Administrative Process	15													█
Opening Day	1													█

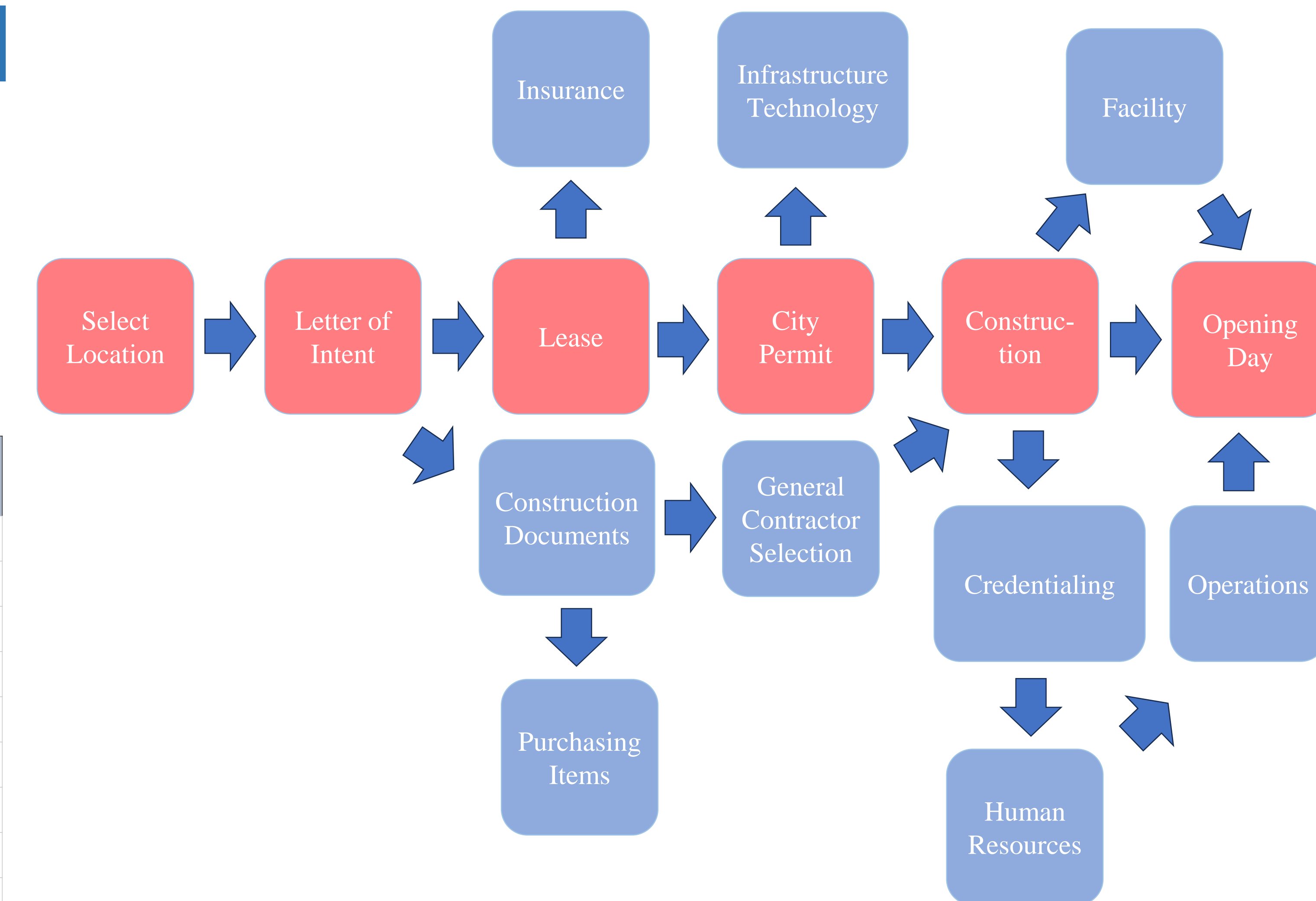


Figure 1: Interdependencies with critical path highlighted in red.

Conclusions

The requirement phase of the Waterfall methodology was employed to provide the structured framework needed to navigate the project's tasks and interdependencies. This methodology's linear approach aligns with the project's nature and emphasizes the importance of requirements gathering.

The resulting project plan encompasses an aggressive timeline of one year to deliver a new and fully functional healthcare facility, involving the synchronization of 10 key departments. The critical path of the project includes the following stages: Location Selection – Letter of Intent – Lease – City Permit – Construction – Opening Day. If any of these tasks experiences delays, the project will be delayed by the same amount. Nonetheless, all tasks need to be performed to deliver a fully functional health care facility.

Future Work

It is imperative to focus on the ongoing implementation and iterative development of the project. This includes making necessary adjustments and enhancements as the project evolves, ensuring its continued alignment with evolving requirements and objectives.

Reference

- [1] Laoyan, S. (2022, January 12). Everything to know about Waterfall Project Management [2023] • Asana. Asana. <https://asana.com/resources/waterfall-project-management-methodology>

Acknowledgements

I extend my heartfelt thanks to my family, for their unwavering support, and to my advisor, Dr. Héctor J. Cruzado, for his invaluable guidance and mentorship throughout this journey.