

Clinical Project of the Ministry of Health and Social Services in Quebec – Current status 10 years after initiation

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Introduction/Objectives

- The Ministry of Health and Social Services of Quebec (Reform of 2004) takes a turn in the health care sector by proposing project and Project Management as a lever in achieving the set objectives.
 - The Clinical Project is favoured in order to increase access, continuity and quality of health care services (MHSS, 2004).
 - Project Management is advanced as a preferred management approach (MHSS, 2004)
- Explore the use of Project Management Knowledge Areas as a lever in the management of clinical projects.

Framework

Table 1 : Project Management Knowledge Areas (PMI, 2013)

Deliverables (Clinical Projects – HCCS)	Table 1 : Project Management Knowledge Areas (PMI, 2013)									
	Integration	cope	Time	Cost	Quality	HR	Communication	Risk	Procurement	Stakeholders
ACCESSIBILITY										
Public health services and interventions	✓	✓								✓
General and specialized services		✓				✓				
Access to relevant services							✓			✓
Waiting list follow-up	✓						✓			
CONTINUITY										
Ensure continuity between interventions	✓		✓							
Implement referral and transfer mechanisms		✓								✓
Service delivery agreement with stakeholders								✓		✓
QUALITY										
Adopt a continuous quality improvement strategy					✓	✓				
Establish intersectoral collaborations										✓
Engage the population in the quality of health care							✓			✓
Ensure quality of life where vulnerable people reside					✓				✓	

- Clinical project deliverables at the local level
- HCCS's responsibility towards the population served

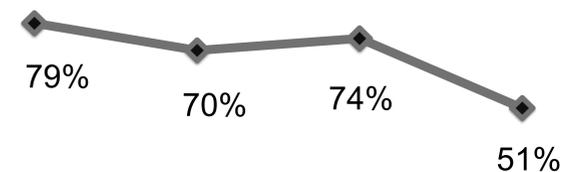
Methodology

- All HCCS must prepare an Annual Management Report in which is detailed the current status or development of the clinical projects.
- We communicated with 94 HCCS and 2 regional centers in order to obtain the reports in question for the years 2008-2009, 2009-2010, 2010-2011, 2011- 2012. In our data collection, we obtained 324 Annual Management Reports of 79 HCCS and 2 regional centers, all of which was codified using NVivo software.
- The NVivo codification catalogue has been build from Table 1.

Results

Clinical project over the years (Chart 1):

Chart 1 – Account of clinical project management over time



2008-2009 2009-2010 2010-2011 2011-2012

Results

- For each year, Table 2 presents all accounts reported (if any) on the management of clinical project in light of the three objectives to achieve.

Tableau 2 Management of clinical projects and targeted objectives

Clinical project objectives	Years			
	2008-2009	2009-2010	2010-2011	2011-2012
ACCESSIBILITY	93	23	26	21
CONTINUITY	28	21	30	17
QUALITY	17	15	17	12

- Only 21% of all Annual Management Reports refer directly on the use of one or more of project management knowledge area as described by the Project Management Institute.
- All deliverables combined, the focus is primary on 2 knowledge areas: communication and stakeholder.

Tableau 2 : Reference made of project management knowledge areas in all reports according each deliverables

Table 2 : Project Management Knowledge Areas (PMI, 2013)

Deliverables (Clinical Projects – HCCS)	Table 2 : Project Management Knowledge Areas (PMI, 2013)									
	Integration	cope	Time	Cost	Quality	HR	Communication	Risk	Procurement	Stakeholders
ACCESSIBILITÉ										
Public health services and interventions	.30%	.30%								.30%
General and specialized services		✓				.62%				
Access to relevant services							1.9%			1.2%
Waiting list follow-up	.30%						1.5%			
CONTINUITÉ										
Ensure continuity between interventions	.62%		✓							
Implement referral and transfer mechanisms		.93%								✓
Service delivery agreement with stakeholders								✓		4.1%
QUALITÉ										
Adopt a continuous quality improvement strategy					1.5%	1.2%				
Establish intersectoral collaborations										.93%
Engage the population in the quality of health care							2.8%			.62%
Ensure quality of life where vulnerable people reside					.30%				.62%	

Discussion/Conclusion

- The Government of Quebec is far from achieving the strategic policy objectives desired in health care since 2004.
- Ten years later, there is a delay in the roll out of the Reform across Quebec.
- Our results demonstrates that :
 - After ten years many HCCS still have difficulties in implementing clinical projects.
 - The implementation of Clinical projects is not achieved consistently on all Quebec's territories.
 - Despite the MHSS announced intention, methods, processes or project management knowledge areas to conduct clinical projects are inexistent.
 - HCCS are left on their own for the management of clinical projects: we propose a framework which includes adequate methods of project management (Project Management Institute)

References

- MSSS (2004). *Projet Clinique – Cadre de référence pour réseaux locaux de services de santé et de services sociaux : le document principal*. Québec : Gouvernement du Québec.
- PMI (2013). *A guide to the project management body of knowledge (PMBOK Guide)* (5e éd.). Newtown Square, Pa: Project Management Institute.

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