

Point of Contact: Pearl McElfish pamcelfish@uams.edu 479-264-8690

Title: Utilization of Project Management Principles in the National Children’s Study Vanguard Study.

Authors: Pearl McElfish, M.B.A.; Kimberly Harris, Ph.D.; Melissa Casteel, M.S.

Affiliation: Arkansas Study Center; University of Arkansas for Medical Sciences; Arkansas Children’s Hospital Research Institute.

Abstract

According to Project Management Body of Knowledge, “project management is the application of knowledge, skills, tools and techniques to project activities to meet or exceed stakeholder needs and expectations.” These project management concepts are particularly applicable to the National Children’s Study (NCS) Vanguard Study. The NCS Vanguard Study requires managing the expectations and needs of multiple stakeholders including Program Office, Contracts Office, local community, multiple investigators, Research Institute, and partners (providers, hospitals, subcontractors). Utilizing the project management techniques within the nine knowledge areas listed below can help Vanguard Study Centers as they strive to meet the demands (often competing demands) of multiple stakeholders.

Project Management Institute’s nine areas of knowledge:

1. Integration Management
2. Scope Management
3. Time Management
4. Cost Management
5. Quality Management
6. Human Resource Management
7. Communications Management
8. Risk Management
9. Procurement Management

The application of project management principles and techniques at the Arkansas Study Center has allowed the ASC to meet deliverables in a timely manner. The following are among the most notable:

- Received full ATO in October, 2010 (second study center to receive ATO)
- Implemented a fully open-source informatics system in January 2011
- Transitioned to base Phase II on May 20th, only one day after study centers were notified of NICHD IRB approval, which included:
 - Updating ATO
 - Reprogramming informatics tools
 - Simulations IRB submission and approval by our local IRB
 - Training staff on instrument changes
- Maintained a high level of staff morale and staff productivity