



Advanced Project Manager- Getting Projects Moving

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Background

The IU Simon Comprehensive Cancer Center’s (IUSCCC) Clinical Trials Office (CTO) is consistently looking to improve existing methods of clinical research support, as well as investigating novel ideas, technology, and projects that might help to do the same. Undertaking such projects are vital to the success and growth of a clinical trials office in the everchanging world of research. However, facilitating large-scale projects with multiple stakeholders/ entities can be a difficult task, especially when trying to balance such endeavors with everyday workload. Administrators and managers, let alone staff, are often unable to devote large amounts of time to various projects and initiatives, as they are supporting the ongoing needs of their own daily role. To help address this concern directly, the IUSCC’s CTO has created a dedicated position, Advanced Project Manager (APM), whose role description is framed around providing large project management support, as well as upkeep and reporting on implemented projects.

Goals

- Create a position to help develop and implement larger, complex projections:
- Within the CTO
 - Across the larger Cancer Center
 - Throughout larger IU/IU Health Research Enterprise

Outcomes

- The CTO APM has been tasked with participation and implementation on the following projects:
- CTO: workload metrics, data metrics, study activation timeline metrics, and other smaller projects
 - Cancer Center: Implementation of Advarra CTMS Suite (eReg, eConsent, EDC, and eSource), cellular therapy pipeline development
 - IU/IU Health Research Enterprise: University Trial Activation Process Mapping, Lean Six Sigma for Research Activation Process

No help
needed

No APM
participation

Original
Leader

Support
needed

APM
Support

Original
Leader

Ownership

APM Leader

Stakeholders

Solutions & Methods

- Categorize projects according to the need and scale of the task, and whether the APM should be utilized in some capacity:
 - No additional support needed for project (autonomy maintained by original project owner)
 - Some support needed for project (support from APM provided, original leader remains at top of the project)
 - Change in ownership (APM becomes leader of the project, with original leader acting as an invested stakeholder)
- Track Implementation of projects and monitor project progress and success

Lessons Learned & Future Directions

- Maintaining autonomy/job satisfaction for CTO employees who enjoy project management without hindering project success
- Developing clear understanding/ communication around what project or its pieces are owned by each person participating in its implementation
- Creating supporting working groups/ networks, as well as subject matter experts, to assist/ lead in various stages of project management
- Further developing a more comprehensive method for tracking project implementation, including metrics around project volume, scope, requesting party, prioritization, timeline, roll-out success and maintenance of project (if applicable)