

A Study on the Challenges in UAE Healthcare Organization

دراسة حول تحديات إدارة المشاريع بمؤسسات الرعاية الصحية بالإمارات

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English Abstract

Purpose

The purpose of the study was to investigate the effectiveness of strategies adopted by government and private regulatory authorities to help ensure the smooth and successful execution of IT projects in the healthcare sector.

Methodology

The research is conducted on exploratory research design and realism research philosophy. The research strategy which is used in gathering data related to the strategies adopted by the UAE government and regulatory authorities to help ensure smooth and successful execution of healthcare projects was the survey. It helped to collect the data from respondents through several questions aimed to collect answers to achieve the objective of research.

Significance

The research, based on investigative study, explored effectiveness of strategies adopted by government and private regulatory authorities to help ensure the smooth and successful execution of IT projects in the healthcare sector. The research has potential to enhance the understanding about the loopholes present in the execution of IT projects by both government and regulatory authorities. The research carries immense importance for both students as well as professionals. The findings of the research can help the policy makers to revise their policies and to manage weaknesses in the execution of IT projects.

Results

According to the findings of the research, government should ensure that proper healthcare facilities are available to the rich and the poor including their precautionary medicines as well as their treatment in case of any medical conditions. The results of the study further explored that there are certain loopholes in the healthcare management due to which the execution of IT projects is affected.

Keywords: Healthcare, IT projects, UAE, Government, private, regulatory authorities.

نبذة عن البحث

الهدف

الغرض من هذه الدراسة هو التحقق من فعالية الاستراتيجيات المعتمدة من قبل الجهات الحكومية والخاصة للمساعدة على ضمان سهولة وسلامة ونجاح تنفيذ مشاريع تكنولوجيا المعلومات في قطاع الرعاية الصحية.

المنهجية

كان الاعتماد لتجميع البيانات المطلوبة لهذه الدراسة من خلال استبيان تم تصميمه وإعداده لهذا الغرض و تمت تعبئته من قبل المهنيين والعاملين في قطاع الرعاية الصحية وأخذ آرائهم وإجاباتهم على مختلف الأسئلة الموضوعية.

الحقائق والمدلولات

يركز البحث على تحديد واستيعاب الثغرات الحالية عند تنفيذ مشاريع تكنولوجيا المعلومات في قطاع الرعاية الصحية من قبل الجهات الحكومية المنظمة كما سيتم الاستفادة من نتائج هذه الدراسة من قبل الدارسين والمختصين في هذا المجال، بالإضافة إلى مساهمة نتائج الدراسة في إعادة و مراجعة السياسات لتفادي بعض السلبيات ونقاط الضعف المتعلقة بتنفيذ مشاريع تكنولوجيا المعلومات في قطاع الرعاية الصحية.

النتائج

أظهرت النتائج بأنه وبشكل عام يتعين على الحكومة ضمان و توفير مرافق صحية مناسبة لكافة الأفراد سواء ذو الدخل المحدود أو الأغنياء منهم وايضا توفير الأدوية الوقائية. كما اظهرت ايضا وجود بعض الثغرات في إدارة الرعاية الصحية لاسيما عند تنفيذ مشاريع تكنولوجيا المعلومات والتي تؤثر على نجاح تلك المشاريع.

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Chapter 1: Introduction

1.1 Introduction

1.1.1 Growth of the Healthcare Industry

In the last few years the healthcare industry has seen major developments across the globe, due to various reasons including an increase in the demand for healthcare facilities in developing countries, increase in diseases such as obesity, blood sugar, and heart-related diseases, and resulting in a growing need for professionals in the medical profession (Baicker, Katherine & Goldman 2011). A tremendous growth is expected in healthcare facilities and employment across the globe and in the UAE where the healthcare industry is expected to grow by 250% including a 100% rise in the number of beds in UAE hospitals (Ismail 2011).

Meeting this demand will be a major challenge to the organizations responsible for delivering the needed capacity through the, effective and efficient management of human and capital resources. Deploying project management strategies, processes and tools to manage such resources should help address this challenge (Hall 2013).

The word ‘project’ has been taken from the Latin word, meaning ‘Planned set of interrelated tasks to be executed over a fixed period and within certain cost and other limitations’. (PMBOK 2012) A project is a short-term work which has its starting and closing points well-described. Most of the times, it is limited by time or funds or other inputs. Furthermore, the aim of goals of a project is also specific (Turner 2014).

1.1.2 Project Management

Projects are a common element in industry, but the formal application of techniques used in project management has typically not been used to deliver projects in the healthcare industry. This trend is changing; however, as the advantages of following project management practices are being recognized. In addition, the growth of the industry is putting pressure on healthcare organizations to consider systems that will support enterprise-wide requirements. (Bastons 2008)

Successful project management helps organizations manage their resources and implement processes. Project management adds value and also helps in making

the change process easier to implement, not just in the commercial business organizations but also in healthcare sector (Bastons 2008). Over the last two decades there has been increased interest in how IT can make a contribution to enhancing health services. However, research indicates that the implementation of IT health projects is usually not successful with as many as 40% projects abandoned or failed to fulfill their intended purpose (Kaplan & Harris-Salamone, 2009). This increases the cost of healthcare projects and contributes to project failure. Often the failure reported in Healthcare IT projects relates to spending more than the available budget or taking longer than planned to implement. (Kaplan B & Harris-Salamone K D 2009) There are many strategies to address such issues, and many of these are reported in research about project management. In addition, there are strategies on how to identify possible issues and thus avoid failures, particularly as they relate to implementing IT in healthcare. IT healthcare systems are critical to operating health systems and are relied on to create reports and develop health plans. Moreover, these IT systems should be able to adjust to health systems, whether they be small or large.

1.1.3 Research Aim

There are multiple factors effecting the success and failure of providing healthcare services. This research study aims to investigate the effectiveness of strategies adopted by government and private regulatory authorities to help ensure the smooth and successful execution of IT projects in the healthcare sector.

1.2 Research Context and Problem

1.2.1 Changing Dynamics of the UAE Public Healthcare

The UAE public healthcare sector consists of three main geographic zones which differ markedly in terms of history and governance. The south zone service delivery is governed by Abu Dhabi Health Services Company (SEHA), and the policy & regulation is governed by the Health Authority of Abu Dhabi (HAAD) in liaison with the National health council (NHC). Similarly the central zone is governed by Dubai Health Authority (DHA), and the northern zone is governed by the Ministry of Health (MOH). (Underwood 2008)

1.2.2 Emirate of Abu Dhabi

The Abu Dhabi government issued a new comprehensive health insurance plan which was implemented from the start of 2006, under which it was mandatory for all residents of the Emirate to hold a health insurance. The Emirate put the burden of this health insurance on the employers and stated that this cost will be shared by the employer and its employees.

Furthermore, the General Authority for Health Service (GAHS) was modified and the responsibilities were divided in the year 2007 between Health Authority Abu Dhabi (HAAD) and Abu Dhabi Health Services Company, SEHA. While HAAD is responsible for devising overall health policy, SEHA is responsible for the management of hospitals and health care centers.

In terms of Private healthcare facilities in Dubai, for specialization medical services started in the year 2002 with the establishment of Dubai Healthcare City (DHCC) in Dubai. It can be considered as the starting point for bringing the Dubai healthcare sector at par with world leaders.

1.2.3 Emirate of Dubai

In Dubai the Dubai Health Authority (DHA) has the management of all hospitals and health centers, while the Ministry of Health is responsible for devising policies for the sector.

1.2.4 Northern Emirates

- Northern emirates primarily are governed by Ministry of Health and with currently 5+ public hospitals and 25+ private healthcare facilities.

The UAE now has over fifty-four healthcare providers, which stood at a mere seven in 1970. This is just the beginning as the Ministry of Health is spending millions of Dollars on making the health facilities better and bringing them at par with the best services around the world (Badri, Attia, &Ustadi 2009).

In addition, the government of Abu Dhabi and Dubai are requiring healthcare facilities to be accredited through an internationally recognized organization such as JCI, TAS, and CCKL. This is believed to help ensure that the quality of the healthcare facilities and services that are to be delivered to patients

meet international standards. The UAE holds the first position in the world with respect to the amount of JCI accredited facilities with 54 healthcare providers accredited including private, public hospitals, ambulatory care providers as well as one laboratory (Devkaran, O'Farrell 2009).

1.3 Research Significance

The healthcare sector in the MENA region (Middle East and North Africa) is expected to expand significantly, and job opportunities in the healthcare industry are expected to increase by approximately 14 per cent per year. This estimate is more important due to the fact that jobs related to the expansion of the healthcare sector will increase by 34.5 per cent worldwide until 2020 (Khaleej Times 2012).

This is not just good news for the country; it is also a challenge for the government and its related Ministries. The sector requires good research and an appraisal as to which areas require more investments and which areas need to be improved.

1.3.1 Growth of the UAE Healthcare Sector

The growth of the healthcare sector in the UAE and the benefits that are anticipated from this expansion will have a positive impact on the UAE economy. However, there are concerns with regards to meeting the demands of this growth. One concern is the ability of healthcare organizations to effectively execute the projects designed to address the increased demand on the healthcare system. This ability is a critical factor that can affect the success or failure of executing healthcare projects. Studies have revealed that more than 40% of the healthcare projects either fail or delay due to various reasons, which are addressed in the report below. (PriceWaterhouseCoopers 2004)

This research study will highlight different types of IT projects in the healthcare sector, the challenges associated with implementing those projects, and the success/failure ratio and best practices on executing such healthcare projects. Also, special attention will be given to managing projects that involve implementing IT (Information Technology) solutions, as these projects appear to

be common challenge to execute across most healthcare organizations. (Abouzahra 2011)

1.3.2 Challenges in Delivering Projects

Sound healthcare services are considered synonymous with sound development of a country and smooth project operation play an important role in delivering such services. However, because of the nature of healthcare organizations and their responsibility to provide quality care to patients with different needs, delivering healthcare services is a challenge. Research studies indicate that many projects, particularly as they relate to implementing IT solutions in the healthcare sector fail to deliver the desired business outcomes. (Abouzahra 2011) Also, because of poor project planning and management, many projects do not get completed (Pickens &Solak 2005). This affects organizations and their ability to deliver the services that they claim, and in the case of the healthcare industry, may place patients at risk.

Furthermore, there have been significant number of project failures in terms of budgeted time, costs, and other resources in many healthcare organization (PriceWaterhouseCoopers, 2004).This is due to the poor management and execution of projects (Pickens &Solak2005). For example, a well-known project in the healthcare sector here in the UAE is the implementation of a Hospital Information system (HIS) or Clinical Information System (CIS). However, because of its complexity, the successful implementation of HIS or CIS in healthcare organizations has proved to be challenging. (Abouzahra 2011)

1.4 Objectives of the Study

The objectives of this study are

- Investigate the main challenges of managing IT projects in healthcare organizations in Abu Dhabi
- Examine the critical success and failure factors associated with IT healthcare projects
- Explore the project management strategies adopted during the different stages of an IT Health project to ensure that projects meet their performance targets

- Develop set of recommendations that could help healthcare organizations in the UAE successfully manage IT projects.

1.4.1 Research Questions

The research seeks to answer the following questions:

- What challenges do healthcare organizations face when trying to complete IT projects?
- What critical success and failure factors are associated with healthcare projects?
- What strategies during different stages of a project help ensure that projects get completed successfully?

1.4.2 Limitations & Assumptions

1.4.2.1 Limitations

The research study aims to highlight the challenges with managing projects in the healthcare sector in the UAE. However, the healthcare industry is broad, and so making generalizations as to what will help healthcare organizations successfully manage projects may be difficult. Also, because the study focusses on project management of health projects targeting IT and only examines the planning stage of project management and not execution, conclusions made based on the findings may not be valid.

1.4.2.2 Assumptions

The key stakeholders involved in any project vary from project to project and in the case of the healthcare industry can range significantly. For example, the head of a pharmacy lab, a physician and an IT Director for the emergency care unit may be involved in the same project. These different stakeholders will likely have different perspectives with respect to the project and their involvement in the project. However, for the purpose of this study, it is assumed that they will share similar beliefs with regards to managing projects in their organization.

Chapter 2: Literature Review

2.0 Introduction

The second chapter of this research study consists of the literature review in which the past studies related to project quality management are studied. Furthermore, strategies adopted by UAE government and regulatory authorities in order to ensure the smooth and successful execution of healthcare projects also come under review. For this purpose the review of past studies has been carried out to support the objectives of this underlying study.

2.1 Government strategy for project management quality

The basic nature of a project is that it is a “temporary attempt” set about to make a novel product, service or result. Projects are recognized from programs and operations.

The Project Management Institute, in 2012, defined project management as “the procedure of the use of information, abilities, techniques, and tools to project functions to meet project necessities.” That is, project management is a set of tasks that are related to each other or flow from each other and help the project group to achieve a project that is successful in terms of achievement of its goals. These tasks make use of the inputs in order to arrive at results from particular activities. Thus it can be safely said that the achievement of results through the efficient utilization of inputs is at the heart of project management.

The term project quality management is defined by Ross (2005), as the process which constitutes the activities such as performing and organizing in order to determine objectives, responsibilities and quality policies so that the project fulfills all the needs and demands which are being undertaken. The project management quality implements quality management system by considering various procedures and policies so that the process remains continuous and the activities could be enhanced more.

Project quality management includes customer satisfaction by understanding, evaluating and defining expectations of customers so that their requirements can be fulfilled (Project Skill, 2014). In addition to this, the project quality management considers the fact that project is well planned and designed, rather than being rectified after inspections. The reason behind that is its cost of

mitigating; the risk is less as compared to the correcting error which is found in the inspection of the project (Grisham, 2010).

Project quality management follows policies of government in order to make the project more effective. The policies of government play a vital role in the success of a project as it is considered as the most essential aspect of project management quality in government organizations (Tasmania, 2014). Government policies of administration and finance mostly require that roles, authority, structure and responsibility of the project should be clearly documented so that both the project manager and customer can easily be aware about the activities of a project. In order to achieve maximum utilization of resources which are used in a project, the effective project management considers a project selected on the basis of alignment which is done through the program strategic agenda. Therefore, the projects are related to the initiatives or policies which are defined by the government (Tasmania, 2014).

Another strategy which a government implements for the success of project management quality is that the government endorses the standards of performance based on competency for the effective project management quality.

2.2 Government Regulations and the Project Management

In this era of globalization, the marketplace is getting highly competitive which also brings dramatic and complex changes in the needs of customers which are usually affected by diverse revolution in the information technology. In this highly competitive environment, increase in the needs and expectations of customers in various service sectors, such as the health industry, is gaining large attention. According to Yang (2003), as the demand in health sector is increasing and growing from the last many years, health services are considered to be the most essential part of an economy and for the members of a community. Due to this increase, the cost in this sector is also increasing for the last 25 years and most of its costs are determined in the hospitals.

According to a research conducted by the Organization for Economic Co-operation and Development (2003), the data of 30 countries indicated that the average health care expenditure particularly in European countries' health care

sector has increased the GDP of those countries by 8.4% in the year 2001. However, in the United States, year 2002 report indicates that the expenditure related to the health care has been increased to \$1.5 trillion which is 93% increase from the previous years (Cowan, Catlin, Smith and Sensenig, 2004).

On a similar footing, Brown (2007), suggests that in order to improve the outcome of healthcare sector and its services; hospitals and government healthcare management organizations (healthcare departments) need continuous improvement and an increase in effectiveness during the process of offering and delivering the services to patients and their friends and family so that they are satisfied by the services provided to them.

2.3 Quality Management and Health Projects

In addition to this, according to a research conducted by the EU Health Program (2011), it has been concluded that the healthcare projects are more complex and different from the information technology or engineering projects. Furthermore, the healthcare projects are mostly associated with evaluation and monitoring of the communities in terms of their health. Moreover, the healthcare projects are also concerned about identifying the problems which are associated with health and include the health risks of population. Health care projects also include the development of policies, which are feasible and provide the solution for national identified health care related problems. The healthcare projects also include promotional activities such as promotion, and awareness about common health issues like obesity and diabetes, as well as the services related to disease prevention.

The healthcare projects make great contribution in the development of healthcare sector and in the delivery healthcare services. From the last many years, there are many accolades given by the governments which have been determined in order to recognize the organizations and agencies who have accomplished the high level of quality in several industries particularly in the health industry. In order to make the healthcare projects more successful, it is essential that the performance management of an organization should be more effective and efficient because it plays a vital role in success of the project effectiveness and also makes an

organization increase its market share. The performance in healthcare projects should be measured because it indicates whether the project is going in the expected direction or not or whether the staff members or the team leaders are playing their roles effectively or not. Therefore, performance measurement should be considered in every organization of healthcare sector whether it is a private health clinic or governmental hospital (Alrawi and Hussain, 2011).

Moreover, the government also plays an important part in the success of healthcare projects because of its effective policies. The major issue which is faced by the government in healthcare projects is that the organizational structure of the current health sector and the laws and regulations of the United Nations have not been adopted especially in the developing countries. The government regulatory and the structure of organizations are being identified in various ways such as problem oriented, quick response to the technical, the collaborative work, and the managerial tasks (Alrawi and Hussain, 2011).

Quality management in the healthcare sector has been adopted by the healthcare leaders on the same footings as it is adopted by the industrial engineers and management theorists. In the healthcare sector, quality management is considered as a broad management philosophy, which includes leadership commitment and espousing quality of the services that offered the energy and logic with the purpose of implementing continuous quality process, and further improvement in the overall organizational quality strategy (Brown, 2007).

Drago (2002) further defines quality management with context to the health project in terms of “quality standards”. These standards are created in an organization when experts or leaders are capable enough to understand the fact that what are the quality benchmarks within a healthcare industry and even outside it, and whether these benchmarks can be achieved by them or not. Thus once standards are set for healthcare industry using internal and external benchmarks, quality of healthcare project management is then compared in terms of compliance with the standards (Ika, 2009). By considering the project quality management in the healthcare sector, safety measures for patients can be improved. This will help in establishing the economic effectiveness by considering the cost management and

organizational practices and also moving the health care industry from a low level of performance towards better standards (Drago, 2002).

In addition to this, by implementing quality management in the healthcare projects, which is also considered as the patient focused process, offer such health services which are safe and also include the efficient and effective patient care. This also resulted in the improved outcome of health and increased the satisfaction level of patients. The project management quality also includes the processes which are designed and implemented for continuous improvement in the quality of health care (Schyve, 2000).

The project quality management approach in the health care service has become an effective part of the sector. The project management quality approach has shown the potential particularly in the improvement of the cost and quality, which is dynamic in the health care organization. However, it has been argued that implementing the project quality management in the health care sector is somehow difficult for the project leaders and managers of an organization. For that reason, the health care managers or leaders should gain more training and experience by implementing the broad and effective business management tools, and models (Trisolini, 2002).

It is essential for the health care sector and organizations that the project quality management should be implemented considering various factors. By gaining an insight view about the quality management and its factors, health care organizations will be in the position of anticipating and solving the organizational problems related to health care project quality management through the proper and successful implementation of the project quality management (Gray and Fazel, 2000).

It has been argued by Mclean (2006) that the project quality management will help in decision making in the health care service. A research conducted by him in the USA shows that 98,000 Americans died every year; the reason being that, there are many medical errors in the health care sector (Mclean, 2006). The health care organizations are required to care about the patient's related health because it is the most integrated service of an organization (Joint Commission International, 2007).

Now-a-days, the health care organizations are setting particular parameters, which are organizational-centered and are also used to improve the quality of service and provide safety to the patients. Moreover, these organizational-centered standards also prevent infections and control them. This standard also encourages the safety of faculty and staff members to ensure that the qualification of staff is satisfactory and the management is doing proper communication and sharing the information at every organizational level (Joint Commission International, 2007).

As stated by Anwar and Jabnoun (2006), for successful implication of the project quality management, it is essential that all components of the project be implemented efficiently and effectively. The components which are considered in the implementation of the project management control include resources availability as well as management of the project teams in order to efficiently utilize these resources. The culture of the organization as well as its support to project teams also plays an important role in successful project management. This culture can be implemented by adopting and considering the several appropriate strategies. It has been said that the goodwill and identity of an organization has played a significant role in promoting the implementations of the project quality management in the health care sectors, particularly in the hospitals (Horng and Huarng, 2002).

It has been argued by Beer (2002), that the project quality management will result in effectiveness only if the leadership of an organization is said to be honest in the context of organization-wide team work culture which shows the outcome that the effective and transparent communication particularly in terms of the quality management data is promoted. Moreover, according to Mellahi and Eyuboglu (2001), the project management quality should consider various factors such as cultural management of an organization, commitment of the management, and involvement of the employees in training.

As stated in the research conducted by Bauer, Falshaw and Oakland (2005), it has been determined that organizations which have an informal and a simple organizational culture would face fewer problems while implementing the business excellence as compared to those organizations which have a more formal and complex organizational structure particularly in the health care project management

quality. The nature and activities of the leaders set either the negative or positive organizational culture. The negative organizational culture in the hospitals occurs when the employees in an organization spend time in defending their own selves whereas in an organization, where there is a positive culture, employees are more committed towards improving the quality of the projects and help other employees as well in accomplishing the objectives of their organization, which enhances the process of project quality management.

In order to enhance the project quality management in the health care sector, it is essential that employees feel motivated in doing the successful implementation of the project quality management. The motivation of the employees and service quality will be improved when the service contributes in the success of an organization, which also satisfies the external and internal customers (Sila and Ebrahimpour, 2003; Chua and Goh, 2002).

Another argument has been found on the significance of the project quality management which is, the success of an organization is purely dependent on how effective the project quality management of an organization is (Bamber, Sharp and Hides 2000). Apart from that, in accordance with Kollberg, Elg and Lindmark (2005), the activities which are involved in the project quality management are the vital elements, which help implying the performance measurement system and quality initiative in the hospitals, for instance in the Swedish healthcare system.

The most significant and major factor for the implementation of the project quality management is that the hospitals are required to understand and also adopt the strategies, which are associated with the philosophies of the project quality management (Arasli and Ahmadeva, 2004). The philosophies of the project quality management are known as the foundation of the changes which occur in the hospitals, thereby creating the system of assessing the final outcome of the services of the hospitals. In order to understand the philosophies of the project quality management, the top management should put its more emphasis on satisfying the needs and demands of the consumers and in the context of health care sector, the hospitals should satisfy the needs of patients so that the implication of the project quality management should become successful (Taylor and Wright, 2003).

One of the most significant and effective tools in order to improve the project quality management is to do the root cause analysis in the hospitals. This analysis should be carried out in a hospital when the unexpected and very serious medical error occurs in the health care sector. If the staff members of hospitals find some difficulty in carrying out the hospital services because of a lack in their training and experiences, then it will also result in various medical errors in the future (Percarpio, Watts and Weeks 2008).

It also has been argued that many obstacles can be figured out while implementing the process of the project management quality. These obstacles can be occurred especially when there is a lack of specialized people who do not have the understanding about the project management quality or cannot implement the services effectively. This obstacle can slow down the performance of organizations and also can delay the implication process of the project management quality in the hospitals (Rohitratana and Boon-itt, 2001). However, it has also been debated that not every hospital has the same way of auditing the implications of the project management quality. Some of the hospitals apply formal quality system and the others implement the flexible procedures, which indicate that organizations in the same sectors implement different project management quality tools in the hospitals (Costa and Lorente, 2007).

2.4 The Health Care System of UAE

The UAE has now become one of the most emerging economies in the world. Among all of the countries, the UAE has the most efficient health services which are funded by the government (US-UAE Business Council, 2014). One of the main priorities of the government's primary healthcare center in the UAE is the welfare of child and mother. The public hospitals in the UAE offer the specialized services such as the telemedicine links which include the hospitals, considered to be the state of the art surgery (UAE, 2006).

The investment made in the health care center of the UAE is getting massive after the oil discovery in the year 1962 which makes up for the significant development in the health care system of the country. The healthcare system of the UAE provides every sort of medical services to the patients. The government of the

UAE provides services through the governmental healthcare services which are free for the nationals of the UAE and available at very low rates, to the expatriates who are either the permanent or temporary residents of the country (Dubai Health, 2007).

There are one-third of public sector employees who are working in the healthcare center of the UAE, bringing a massive change in the healthcare system of the country (US-UAE Business Council, 2014). The Ministry of Health in the UAE is the major health care center which currently controls 14 hospitals and 64 primary health clinics of the UAE in the major 6 Northern Emirates of the county such as Um Al Qaiwain, Fujairah, Ajman, Dubai, Sharjah and Ras Al Khaimah (Al Attal, 2009).

The project management has received a major success in the health care sector of the UAE and the project management quality has become a vast concept in the success of the health care industry of the UAE (Jabnoun&Juma AL Rasasi, 2005). Being a technologically developed country, the UAE has the most innovative technology, engineering and the software development projects. However, this development is only found in the private health care center and not in the public ones. The public health care of the UAE has put its emphasis more on the conditions in which patients are healthier and which is also significant for the welfare of the entire population. The project success is considered a major issue in the project management quality, which can affect the services of the UAE's health (Jabnoun&Juma AL Rasasi, 2005). The project management requires cost and time in order to make it more successful, therefore, the hospitals in the UAE can face the cost in offering the services to the customers and it also requires time in satisfying the demand of the consumers (Ika, 2009).

Most of the projects tend to fail due to the lack of involvement of the top management and commitment by the staff members (Glaser, 2004). In order to make the health care project successful, it is essential that an effective project management quality should be implemented in the UAE. Another way to make the healthcare projects successful particularly in the UAE is that the cost effective interventions should be taken in the health care sector. Moreover, another way of making the healthcare project more successful is the effective management, realistic financing arrangement, strong leadership, openness and receptivity to learning by

doing the practical implications and the country ownership (Jabnoun&Juma AL Rasasi, 2005).

2.5 Chapter Summary

In this chapter the concept of project management has been discussed in terms of the health sector. Moreover, this chapter also includes some of the regulations of government and facts that how government plays a vital role in the success of the health care projects.

Chapter 3: Methodology of Research

3.0 Introduction of the Chapter

Research methodology is considered as an essential part of the research study, which helps the researcher in accomplishing objectives of a research study. The term research methodology is defined as the systematic way through which the problems of research can be solved. Moreover, research methodology provides an insight to the researcher that how a particular research problem can be solved scientifically. In addition to this, for understanding that what research techniques tend to be used in a research, it is significant that a researcher should know appropriate methodology, which best fits with the objectives of a research (Kothari, 2004; Goddard and Melville, 2004).

3.1 Research Philosophy

Armstrong (2010) defined research philosophy as a “framework which includes the background of research. Research philosophy also includes the nature and knowledge about research.” Research philosophy is also considered as the various steps through which a researcher associates the research questions with its objectives. There are various types of research philosophies, which are considered in different researches such as realism, objectivism, and positivism and interpretivism (Armstrong, 2010). The realism approach is used when a research is carried out in more complex interventions. Additionally, the objectivism approach is carried out when a research is required self-interest. In addition to this, the interpretivism approach is carried out when the nature of research is qualitative

(Mkansi and Acheampong, 2012). By considering the objectives of the study, the research philosophy which is best for this research is positivism. The rationale behind using this research philosophy is that the information includes data collection of the research study. This research philosophy also includes the data that is socially constructed and also emphasizes on the specific and unique area of interest. Furthermore, the positivism philosophy in this research study will bring an insight with regard to the context time and culture. This can help to make the research more interactive and participative. Further, as the purpose of this study is to determine the various strategies which are adopted by UAE government and regulatory authorities in the context of health project, therefore this research philosophy has helped in collecting the anticipated data of the research participants such as identifying what people think about the government policies, what sort of problem government faces in making policies and how it deals with those problems.

3.2 Research Design

Research design can be defined as “collection and analysis of the data in a way that it considers the research problems and fulfills the aim and objectives of the research conducted.”(Goddard and Melville, 2004). It also provides a platform to the researcher about a correct way to make the study successful (Creswell, 2012). The research design which is used in this research study is the “exploratory” design. This is selected because it will help in determining the various aspects and strategies which are adopted by the UAE government and regulatory authorities. In addition to this, research study consists of the quantitative data which requires the exploratory research design. In addition to this, researcher also wants to learn that what strategy is adopted by government for project management quality and what are the project management methods. Additionally, researcher also wants to learn about the project management in public sector particularly in the context of healthcare projects, therefore the exploratory research design will be used. Further, exploratory research design will also look for the new ways through which elements of the government policies can be determined further.

3.3 Research Strategy

The research strategy which is used in gathering data related to the strategies adopted by the UAE government and regulatory authorities to help ensure smooth and successful execution of healthcare projects is the survey. It will help collect the data from respondents through several questions aimed to collect answers to achieve the objective of research. A questionnaire is developed that is sent out to project managers and their subordinates in the healthcare sector. Closed end questions are kept in the questionnaire, providing the respondents with a number of options as answers to select from. The nature of questions is based on the Likert scale with the aim of determining strategies adopted by UAE government and regulatory authorities. Moreover, the questionnaire will be filled by hand that it has not been filled online for the convenience.

3.4 Research Approach

The research approach which best fits according to the research objectives is the inductive approach because it studies those strategies which are already used by the UAE government and which will be studied to ensure that how these strategies are adopted by the government regularities. The research objectives also served as a guide to select this approach to research. The research approach of this study includes data collection method and data collection sources which help the researcher in gathering data.

The following are a list of select projects that will be used as a context for the study:

1. Upgrade and redesign of an endoscopy unit

The purpose of this unit is to help physicians investigate and diagnose diseases in patients. This project is being implemented in an existing hospital. It consists of three state of the art endoscopy rooms with highly sophisticated equipment, two pre and post recovery rooms, a reception, and a nice comfortable patient waiting area.

2. Renovation of medical and surgical wards

The purpose of this project is to renovate and upgrade the patient care unit. Each ward contains approximately 20 to 22 patient rooms.

3. Building a new primary healthcare clinic

The purpose of this project is to construct a new medical building to provide primary level healthcare. The clinic will contain approximately 15 examination rooms, 2 vital signs rooms, 3 observation rooms, a minor operation room and 2 dental rooms. In addition to these rooms, the clinic will provide support services such as x-ray, laboratory, ultrasound and pharmacy.

4. Implement a medical unit

This project consists of building a medical unit that will consist of two examination rooms, one emergency room, a burn unit, a ward with a capacity of 7 beds, minor operation room, sterilization room, laboratory and pharmacy.

5. Review the design of different clinics and ensure that the designs meet medical requirements

This project relates to reviewing the design of different clinics all over the UAE that will provide primary healthcare services to patients. The project will entail communicating requirements to engineers, and ensuring that the design requirements are met.

6. Review the design of a hospital with 220 patient beds

This project involves building a tertiary level hospital with a capacity of 220 beds. The hospital will contain specialized medical and surgical equipment, outpatient clinics, an emergency department, and six operation theaters and provide support services such as laboratory, radiology and pharmacy. The project requires that all medical facilities are built according to industry regulations.

7. Upgrade an outpatient clinic

This project relates to upgrading an outpatient clinic that includes: increasing the number of clinics, redesigning the waiting area, and implementing the central registration which will serve all the 13 clinics.

3.5 Data collection method and Sources

Data can be collected through two tools such as qualitative and quantitative. Qualitative is used when the researcher does not conduct a survey and carry out

research which already exists. On the other hand, quantitative data is selected in researches when the data is carried out through survey and which tend to be tested form various statistical tools and techniques. Therefore in this research, the quantitative research strategy will be used.

3.6 Sampling method

The sampling method which is used to determine strategies adopted by the UAE government and regulatory authorities to help ensure the smooth and successful execution of healthcare projects is the convenience sampling. The reason for using this research technique is that research participants are easily accessible by the researcher. Additionally, the convenience sampling requires fewer amounts of time and less cost for carrying out the study.

3.7 Ethical Considerations

While carrying out research data, a researcher makes sure to follow ethical considerations so that the results of a research cannot be affected. Following are some of the ethical considerations which are followed by researchers at the time of doing a survey:

- Data collected is authentic and respondents have answered the questions without any pressure.
- Information collected from the secondary source is authentic.
- No manipulation has been made in the secondary data.
- None of the living beings has been harmed at the time of collecting the data.
- The researcher does not include any personal idea in data sources.

3.8 Limitations

Researcher is faced with many limitations at the time of carrying out data which are described below:

- Research is only limited to the UAE health sector; the health sector of other countries is ignored.
- Due to the limited amount of time and cost, data has not been gathered form a large population.

- There is limited amount of information for UAE's health sector particular in terms of the project quality management.

3.9 Chapter Summary

This chapter is based on the methodology of research study, which demonstrates that how a research is going to be conducted. The philosophy which is used in research study is positivism because it carries out the data that was not gathered before. Further, a researcher has included the exploratory design by following the strategy of research survey. In this research, the data collected is a quantitative, and it will be accomplished by using the primary source. However for supporting the literature review, data has also been gathered from the secondary source, which also helped in making the objectives and questions of the research study. For carrying out the data from primary resource, a questionnaire has been made and was circulated among the research audience. The research approach which is used by researchers is the inductive approach because the hypothesis has not been made in the research and the research is not testing the impact of variables on each other.

The sample size of the research is 200 to study strategies adopted by the UAE government and regulatory authorities to help ensure smooth and successful execution of healthcare projects. After the data is collected from a sample, it is required to be analyzed and a researcher analyzes the data by using the SPSS software by implementing the regression and correlation analysis test on the information so that the authenticity of the data can be identified.

Chapter 4: Discussion

IT foundation in the U.A.E. at present comprises of autonomous healthcare services frameworks which are not linked to each other. Thus research suggests the need for coordination toward a comprehensive across-the-nation data management as well as of a healthcare insurance framework applicable throughout the country. One case of this exertion is Wareed, the already specified MoH activity to coordinate electronic healthcare records in every single public facility and

subsidiary centers crosswise over Dubai and the Northern Emirates, and in addition computerize all healthcare insurance forms crosswise over divisions.

In the improvement period of its Wareed activity, the MoH drew in innovation accomplices including Kansas Citybased Cerner Corporation. Cerner actualized an electronic healthcare record framework with computerized clinical choice bolster that moves paper-based procedures online and conveys clinicians a far reaching perspective of a patient's history from a solitary source. The organization keeps on working with the MoH to empower the framework to track business procedures, applications, and associations all through the consideration process. This will help guide future data innovation improvement, give privately owned businesses and sellers the capacity to incorporate their frameworks into the general system, and help medicinal services suppliers measure results for individual patients and the general populace.

Notwithstanding the imposing undertaking of frameworks incorporation, U.S. innovation organizations likewise may discover open door supporting capacities, for example, protection charging, repayments, information examination, and cases handling as the country assemble its all-inclusive human services framework.

4.1 Challenges and Areas of Improvement

The U.A.E's. authority perceives that there are no shortcuts on the way to adding to a world class medicinal services area and comprehends that working with globalpartners is discriminating to beating some of these hindrances. Specifically, the U.A.E. is looking to their worldwide accomplices to help with the advancement of forte care rehearses in the fields of ladies' consideration, oncology, pediatrics, and diabetes.

Pharmaceuticals and their ensuing estimating in the district emerge as a key territory of core interest. The Abu Dhabi 2030 arrangement particularly expresses that "the Emirate has still to create abilities in key zones; particularly by improving licensed innovation rights, amending worldwide exchange understandings, setting up a solid medication testing and support framework, creating venture fascination instruments and advertising and conveyance capacities the development of a

dynamic pharmaceuticals fragment will run as one with the improvement of a world-class human services framework, with the advancement of every area fortifying the other." Dubai and the Northern Emirates are comparably focused on adding to a sound pharmaceuticals industry in the U.A.

As already clarified, workforce advancement is a range that will require critical and maintained development throughout the following decade. Lacking medicinal services instruction and preparing is extremely restricting the neighborhood populace's capacity to pick up the learning and abilities important to end up qualified doctors, attendants, and experts. Also, the permitting of Board Certified Physicians is not streamlined or straightforward, prompting issues selecting and holding essential consideration doctors specifically, and leaving healing centers understaffed.

At last, medicinal negligence issues, conflicting permitting strategies for doctors, out of date and protracted acquisition regulations, and failure to get to therapeutic data are all purposes of center and change for the U.A.E.

4.2 Healthcare Model Paradigm

A critical outlook change in medicinal services conveyance is grabbing the GCC. This new methodology includes a movement towards a more patient-driven conveyance model as opposed to the past healing facility driven model.

This is a district's consequence controllers embracing a more 'patient first' approach. For the private division, attractive and fruitful patient treatment is progressively seen as the key driver of solid money related execution. In the general population division, expanded government incomes what's more, political and social weight to enhance models of human services have constrained government medicinal services administrators to focus on giving best in class human services procurement for the nearby and exile populace.

The requirement for further interest in the human services division is fuelled by the organizing of worldwide occasions, for example, the 2022 Fifa World Cup in Qatar and the 2020. World Expo in Dubai. These occasions are going about as impetuses for populace and monetary development which thus bring about a noteworthy increment sought after for more doctors' facility overnight

boardinghouses consistent change in the nature of human services procurement. Adding to this is the developing mindfulness among patients and the populace all in all that they ought to be qualified for better human services procurement. Understanding wellbeing in this way turns into a center component of value consideration.

4.3 UAE Regulatory Structure

The Health Ministry keeps on assuming a significant part in the improvement of a thorough framework equipped for organizing the aggregate endeavors of the different emirate-level controllers to accomplish their key targets. A center activity by the legislature is expanding private area association.

Another key strategy board is the foundation of an exhaustive obligatory protection framework. Abu Dhabi was the first to actualize this framework, took after right away a short time later by Dubai. However the other five emirates have yet to device a policy. The social insurance structure in the UAE is diverse, as each emirate has its own particular medicinal services controllers. Altogether there are four controllers in the UAE: the Health Ministry, Health Authority Abu Dhabi (HAAD), Dubai Health Authority (DHA) and Dubai Healthcare City (DHCC) Free Zone. Every authority has its own boundaries and responsibilities regarding office, specialist and medical caretaker permitting, and directs the business sector inside of its ward.

4.3.1 UAE Vision 2021

A key principle of the UAE 2021 vision is to reach the top among nations for human services procurement. The legislature has set the establishment to accomplish this by adopting four major milestones. The UAE will advance long and sound lives for all Emiratis by giving fair access to world-class medicinal consideration while effectively ensuring against wellbeing perils through mindfulness and anticipation.

As per the vision, all Emiratis are qualified for have admittance to exhaustive and world-class quality restorative administrations. The administration means to accomplish this by constantly acquiring so as to put resources into

prevalent therapeutic offices and drawing in mastery and administration suppliers to the nation. The vision additionally considers persistent treatment as a need as well as the early analysis and safeguard solution as key to a more beneficial group. Guaranteeing the best medicinal hardware and strategies are being used in the UAE is critical to ensuring that deterrent prescription and mindfulness battles are adequately conveyed.

4.3.2 Patient Safety Specific Initiatives

HAAD has set particular goals gone for enhancing quiet security. It has started the improvement of a robotized interior procedure to gather exact patient information and give quicker and more proficient access to patient records. In particular, HAAD distinguished the change of therapeutic results, investigation and control of value and computerization of interior procedures as their top key needs for 2014. DHA has four key goals concentrated on building up a human services framework that advances a more beneficial populace. It is likewise focused on giving reasonable access to human services while keeping up large amounts of value and enhancing proficiency. DHA has a particular focus to enhance reducing so as to understand wellbeing mistake and duplication of data, innovation advancement, creating persistent security strategies, enhancing nature of HR, and enhancing lead time of medicinal services conveyance to patients. Every one of these projects are clear proof of DHA's dedication to the patient-driven conveyance model. DHCC essentially takes after DHA's key destinations which are adjusted to Dubai's vital targets.

The Ministry of Health, UAE, assumes a main part in adding to the medicinal services division in the nation, and in that capacity has built up another 2014-16 technique. It concentrates on nine key goals:

- Improve and reinforce its part in setting and applying arrangements, regulations and administration direction on a government level;
- Improve and enhance the Ministry's foundation offices;
- Enhance and build up the social insurance security framework to counter wellbeing perils;

- Promote open social insurance gauges and raise open medicinal services mindfulness among the group up to universal principles;
- Ensure the social insurance framework meets universal measures;
- Support, improve and apply experimental examination and social insurance contemplates;
- Ensure authoritative administrations meet worldwide models;
- Ensure de-brought together authoritative administrations meet quality, effectiveness and believability of worldwide benchmarks;
- Improve assistant bolster social insurance
- Monitoring and evaluation
- Observing and assessment
- The last stride in effective execution is observing and assessment.

At a venture level, consistent service and organization following of points of reference utilizing fabricated as a part of frameworks for observing procedure (yields) and results can fortify responsibility for conveying concurred results and can give discriminating data on execution. Dynamic observing of venture execution empowers actualizing organizations to distinguish hindrances and tackle them before they wreck extends or risk results. For instance, the ecological administration procedure is bolstered by a framework based on procedure and effect pointers. Process markers are controlled by exercises with a time period for execution, characterized obligations regarding doing them and characteristic expenses for each of them. Sway markers are dictated by baselines and focuses for every key yield.

For all activities, the actualizing organization will build up quantifiable pointers, make or refine data gathering frameworks to gather related information and record and break down the data. Practical timetables that consider impediments and imperatives are urgent. They can empower supervisors to know when developments have been missed and flag conceivable bottlenecks in the administrative structure, inadequacies in expertise levels or spending plan shortages.

4.3.3 All activities under the National Development

Technique 2011–2016 will be assessed at fulfillment to strengthen a society of responsibility for conveying results. Moreover, assessments can give discriminating finding out about victories and weaknesses from which catch up projects can advantage. At a segment level, frameworks for conglomerating data and refining lessons with more extensive pertinence will be critical. At the appropriate time, part spending surveys could be considered, as power feasible advancement reviews. Where to house these new capacities inside of government must be chosen. At a national level, assessment is an imperative source of information about what has worked or not lived up to expectations, and why. It additionally can indicate how social, human, financial and natural measurements of the National Development Strategy 2011–2016 associate. A mid-term evaluation of the National Development Strategy 2011–2016 at an undertaking, segment and national level in the second 50% of 2013 will illuminate future refinements of key development milestones.

4.3.3.1 Project priorities

Three activities—fortifying the significant part capacities, upgrading arrangements to draw in ability and building up an open division execution administration system—will begin when conceivable in light of their basic effect on the National Development Strategy 2011–2016. The staying top-need activities are set to begin in 2011. Improving the monetary allowance procedure, creating key and operational arranging and building vital arranging ability and limit are set to begin in 2011 on account of their effect on different undertakings beginning in that time span. Improving acquirement approaches ought to likewise begin in 2011 to enhance obtainment over general society part.

Need 2 tasks are set to begin in 2012. Actualizing models for data and information administration is set to begin in 2012 due to the significance to different activities beginning that year. The remaining activities (need 3) are set to begin in 2013. Execution will be observed nearly by the lead partners, who ought to mediate as expected to guarantee that venture advantages are caught. A few foundations may need to modify their venture structure to fit their needs and work

Focal capacities are pivotal to executing the National Development Strategy 2011–2016 and to propelling the more extensive institutional improvement and modernization exertion. An abnormal state structure for the future state joins three parts: guaranteeing coordination and cooperation among services, giving target guidance and characterizing systems and projects to address basic difficulties for the nation that can't be tended to by a solitary service.

Satisfying these parts requires understanding the choices. The most apropos rule is the ability level in individual services. As a beginning stage, two choices can be considered. One is in the first place a brought together model and, as capacity develops, moves steadily to a decentralized model. A second is to begin with a strong focus that gives adaptable backing to services. This bolster must be plainly characterized and imparted so that services and offices can exploit the relationship.

Institutional improvement and modernization is a basic empowering agent for driving change, accomplishing the National Development Strategy 2011–2016 results and focuses in all divisions and figuring it out the objectives of QNV 2030 (figure 7.10). The national institutional improvement and modernization project will advance a result based way to deal with key arranging as a successful method for overseeing assets and propelling straightforwardness and responsibility. It will cultivate a society in view of execution and develop the improvement of open administration delivery-oriented brain sets. Limit building projects led by the Institute of Administrative Development will be realigned to give people the abilities expected to accomplish the results and target.

In the previous half century or so, the world has encountered gigantic and phenomenal additions in the wellbeing of human populaces. There has been a number of discoveries in terms of health care medications and equipment, the conveyance of clinical administrations (ex: essential medicinal services benefits), an individual behavioral change (procedures forestall sexual ailments transmission), the management of natural perils (ex: air quality control measures). Distinguishing the most practical mediations is a noteworthy concern, so is perceived that activities with no target proof of worth included ought to be assessed, evaluated and suspended in the event that it is demonstrated that don't deliver the sought impacts. Accordingly, general wellbeing ventures demonstrating great

execution in meeting its destinations must be distinguished, advanced and financed; the remaining ought to be broke down painstakingly towards meaning of components identified with disappointment. Since achievement is a center idea in task administration, the writing is moderately broad and generalist about the criteria and variables connected to venture achievement. Nonetheless, basic achievement elements change as indicated by venture highlights. The normal results, for instance, in ventures created in private associations, where the benefit objective is significant, may not be like tasks created in non-benefit ones. This thinking applies to general wellbeing tasks, concentrated on counteracting ailments, advancing wellbeing, and delaying life among the populace all in all. The impalpability of most results and the test in measuring impacts are a portion of the unmistakable attributes of undertakings concentrated on wellbeing advancement. In healthcare, a venture is perceived an especially valuable approach to present developments, address new difficulties or discover answers for issues that the current methods and schedules don't suit. Distinctive sorts of healthcare activities can be divided among:

- Research ventures, which mean to build learning.
- Development ventures, which include the improvement and pre-testing of an intercession to answer a specific problem in a specific populace.
- Implementation ventures, which are related to the dispersal and usage of a current intercession in a specific target gathering. Schwalbe (2013) depicts other healthcare activities normal qualities:
- Quality is a key issue: wellbeing tasks are basically created to determine or keep a particular wellbeing issue, numerous are identified with issues of survival;
- Government has a focal part: the state is regularly the venture funder or the motivation behind why a wellbeing task is produced;
- Views about wellbeing are extremely individual: the conduct, ability to pay social insurance and sorts of administration they utilize can be diverse. Along these lines, in spite of we can without much of a stretch perceive the specificities of this sort of undertakings; the writing audit is rare in referencing studies that included wellbeing activities. Models of achievement were especially built to data innovation and programming

advancement ranges and, contrasted with different activities, data innovation (IT) anticipates are remarkable. These studies are for the most part centered around general portrayals about components identified with venture director, venture association and frequently appear to overlook task group qualities, outside variables identified with environment and uncommon characteristics of the encompassing zone in which the undertaking is produced. For instance, for common development ventures, climate conditions can be viewed as basic in closure venture on time; then again, in propelling an item available, the minute it happens can be basic. Along these lines, it bodes well to characterize the connection in which the venture will be produced and in this way acknowledge what elements are discriminating for its prosperity. This article talks about the need of adding to a model of accomplishment components for general wellbeing activities, enough far reaching to guarantee appropriateness to the vast majority of them and sufficiently particular to fuse its particularities. Next segment portrays the fundamental points of view about achievement criteria and achievement components, taking into account a writing survey; after then, are examined the benefits of making a model of accomplishment variables particular for general wellbeing ven.

4.4 Project success criteria

Freeman and Beale (1992) in light of their research recognized seven fundamental criteria to successful projects: specialized execution, proficiency in undertaking execution, authoritative and administration yields (counting consumer loyalty), self-awareness, venture fruition, specialized advancement and business execution, possibility of assembling. Wideman and Shenhar (1996) talk about the association between project success and consumer loyalty and contend that venture impacts estimation ought to be made in distinctive time focuses. Project goals should be evaluated during task execution as to whether the project is on the track or not. Ika (2009) underscores proficiency and adequacy measures in assessing undertaking achievement, taking into account a more seasoned thought that venture achievement is measured by its productivity and viability. The same creator focuses the

advancement of different measurements connected to venture achievement idea after some time.

Schwalbe (2011) caught a few viewpoints in writing about achievement and distinguish the accompanying conventional criteria for measuring undertaking achievement:

- Achievement of extension, time and cost targets: these three variables should be measured throughout the project execution. Any deviation from the budgeted time or costs should be corrected there and then, rather than waiting for the end of the project where any amendment cannot be made.
- Meeting client desires: it is very important to meet the requirements of the client. An unsatisfied client means the project failed to deliver.
- Project principle destinations are accomplishment.

4.5 Project success factors

While achievement criteria reflect how achievement extend ought to be measured, achievement components are inputs to the administration framework that lead specifically or in a roundabout way to venture achievement. On this issue, a few exploration studies have been led for quite a long while and developed either hypothetical models, either arrangements of achievement variables.

From literature observed especially Pinto and Slevin (1988) and Belassi and Tukel (1996) examines in light of the fact that they offer a more extensive point of view about utilizing data identified with achievement elements. To begin with, the thought that pertinence of every achievement element changes as per task stages. That is, components, for example, venture mission, top administration bolster and venture arranging are critical in task arranging stage, vital arranging, characterizing the undertaking destinations and the procedure to accomplish them; elements, for example, client engagement, the venture group, specialized capacities, client acknowledgment, observing and input, correspondence and critical thinking are essential amid next stage - execution - and have a strategic measurement, since they are identified with asset use (human, specialized and monetary) to be accomplished the targets of key arranging. Checking these components permits characterizing

venture system and strategic level, in this manner conceding that technique adequacy has suggestions on strategic execution.

Belassi and Tukul (1996) led a writing survey on achievement considers and got to its association with applying so as to undertake accomplishment a poll to venture directors. It was closed, for instance, that the assets accessibility is significantly more critical than the top administration backing to fulfill the venture with the quality at first characterized, while if the center is to achieve the task on time, then the undertaking supervisor abilities and great correspondence forms inside of the venture group are both crucial measurements. Achievement variables portrayed in the writing survey were gathered in four gatherings and was fabricated a structure that permits, for instance, a rapidly conclusion if the venture is turning out badly for issues that are identified with the task chief or for exogenous elements past the extent of his activity.

4.6 Success in public health projects

The research found in the general healthcare field portrays distinctive results from the studies previously discussed. Medlin et al. (2006) broke down the elements that added to the advancement and usage of financially savvy mediations in medicinal services and point the advantages of solid authority, successful administration, sensible financing game plans, nation proprietorship, openness and receptivity to doing so as to learn, always incorporating so as to enhance techniques and procedures new research discoveries and specialized development. Other study tended to hierarchical improvement in medicinal services and distinguished the accompanying achievement elements: satisfactory financing; associations; propelled venture logistics; little scale ventures; and sufficient interior and outside correspondence. Being achievement an atomic theme in undertaking administration and having general wellbeing activities specific properties, this study perceives the need of more research about what is significant to its prosperity. In general wellbeing is perceived that a nature of an undertaking relies on upon the items' importance or administrations that are made, the specialized and methodological quality with which these outcomes or administrations are delivered, and the route in which this procedure is overseen. Along these lines, a model of accomplishment

variables would be to a great degree valuable, recognizing the elements that add to effective forestall illness and wellbeing advancement ventures improvement and usage. To start with, this information can be utilized as a device for forecast and analysis in assessing equitably and step by step (after some time) the likelihood of task disappointment and subsequently help with enhancing its execution. Second, producing expansive information about general healthcare achievement components will permit the ID, control and minimization of issues that improve the probability of going towards a wrong direction and reinforce those that make esteem or expand the likelihood of going effectively. This includes esteem in activities arranging, especially in distinguishing their dangers and opportunities. Third, it may add to characterize a relationship between task achievement variables and project success criteria. Additionally, may help in recognizing, for instance, noteworthy connections between undertaking traits and its prosperity, and in giving task administrators significant data about achievement calculates that are important to the venture's culmination or venture stage effectively.

Chapter 5 Results and Conclusion:

5.1 RESULTS:

5.1.1 Effect of Success and failure factors on health care challenges:

Table 1

Descriptive Statistics

	Mean	Std. Deviation	N
SuccessAndFailureFactors	1.99	.397	200
HealthCareChallenges	3.38	.153	200

Table 2

Correlations

		SuccessAndFailureFactors	HealthCareChallenges
Pearson Correlation	SuccessAndFailureFactors	1.000	.029
	HealthCareChallenges	.029	1.000
Sig. (1-tailed)	SuccessAndFailureFactors	.	.340
	HealthCareChallenges	.340	.
N	SuccessAndFailureFactors	200	200
	HealthCareChallenges	200	200

Table 3

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df 1	df 2	Sig. F Change	
1	.029 ^a	.001	-.004	.398	.001	.170	1	198	.680	1.909

a. Predictors: (Constant), Healthcare Challenges

b. Dependent Variable: Success And Failure Factors

The **R** value represents the simple correlation and is 0.029 which indicates a high degree of correlation. The **R²** value (the "**R Square**" column) indicates how much of the total variation in the dependent variable, Health care challenges can be explained by the independent variable, Success and failure factors. The value of

Durbin Watson shows that there is a positive serial correlation between the variables, which is 1.90.

Table 4

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.027	1	.027	.170	.680 ^b
	Residual	31.371	198	.158		
	Total	31.398	199			

a. Dependent Variable: Success And Failure Factors

b. Predictors: (Constant), Health Care Challenges

This table demonstrates that the relapse model predicts the subordinate variable fundamentally well. This shows the measurable criticalness of the relapse display that was run. Here, $p < 0.0005$, which is under 0.05, and demonstrates that, by and large, the relapse show factually fundamentally predicts the result variable (i.e., it is a solid match for the information).

Table 5

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.737	.623		2.787	.006
	HealthCareChallenges	.076	.184	.029	.413	.680

a. Dependent Variable: Success And Failure Factors

The Coefficients table furnishes us with the fundamental data to foresee success and failure factors from health care challenges, and also figure out if these challenges contribute factually essentially to the model. Moreover, we can utilize the qualities in the "B" section under the "Unstandardized Coefficients" segment, as demonstrated as follows.

Table 6

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.97	2.02	1.99	.012	200
Residual	-.518	1.028	.000	.397	200
Std. Predicted Value	-1.855	2.057	.000	1.000	200
Std. Residual	-1.301	2.582	.000	.997	200

a. Dependent Variable: Success And Failure Factors

5.1.2 Effect of Strategies of project stages on health care challenges:

Table 7

Descriptive Statistics

	Mean	Std. Deviation	N
StrategiesOfProjectStages	1.84	.240	200
HealthCareChallenges	3.38	.153	200

Table 8

Correlations

		StrategiesOfProjectStages	HealthCareChallenges
Pearson Correlation	StrategiesOfProjectStages	1.000	.008
	HealthCareChallenges	.008	1.000
Sig. (1-tailed)	StrategiesOfProjectStages	.	.455
	HealthCareChallenges	.455	.
N	StrategiesOfProjectStages	200	200
	HealthCareChallenges	200	200

Table 9

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df 1	df 2	Sig. F Change	
1	.008 ^a	.000	-.005	.240	.000	.013	1	198	.910	1.819

a. Predictors: (Constant), HealthCareChallenges

b. Dependent Variable: StrategiesOfProjectStages

The **R** value represents the simple correlation and is 0.008 which indicates a high degree of correlation. The **R²** value (the "**R Square**" column) indicates how much of the total variation in the dependent variable, Health care challenges can be explained by the independent variable, strategies of project stages. The value of

Durbin Watson shows that there is a positive serial correlation between the variables, which is 1.81.

Table 10

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.001	1	.001	.013	.910 ^b
	Residual	11.425	198	.058		
	Total	11.426	199			

a. Dependent Variable: StrategiesOfProjectStages

b. Predictors: (Constant), HealthCareChallenges

This table demonstrates that the relapse model predicts the subordinate variable fundamentally well. This shows the measurable criticalness of the relapse display that was run. Here, $p < 0.0005$, which is under 0.05, and demonstrates that, by and large, the relapse show factually fundamentally predicts the result variable (i.e., it is a solid match for the information).

Table 11

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	1.797	.376	4.777	.000
	HealthCareChallenges	.013	.111	.008	.910

a. Dependent Variable: StrategiesOfProjectStages

The Coefficients table furnishes us with the fundamental data to foresee strategies of project stages from health care challenges, and also figure out if these challenges contribute factually essentially to the model. Moreover, we can utilize the qualities in the "B" section under the "Unstandardized Coefficients" segment, as demonstrated as follows.

5.2 Conclusion

The way of healthcare project management is not the same as designing or data innovations ventures. Healthcare project management is related to the appraisal of the soundness of groups and general public at danger to recognize health related issues and needs. The healthcare projects should result in timely and effective health care services provided to the masses on a national level. Every government should ensure that proper healthcare facilities are available to the rich and the poor including their precautionary medicines as well as their treatment in case of any medical conditions. Further research is expected to enhance information about achievement variables in general wellbeing ventures and about the approaches to streamline ventures. It is trusted that information would be pertinent and will create high hypothetical and down to earth esteem both to the fields of wellbeing open methodology arranging and for vital and operational administration of general wellbeing ventures. As future work we propose the advancement of a model of progress variables for general wellbeing ventures.

General society area drives the conveyance of medicinal services administrations in all Gulf States. As being what is indicated, arrangement with the private part remains a test. The greater parts of activities mean to enhance open area human services conveyance with couple of activities specifically influencing the private division. This is especially essential as the administration pushes for an expanded interest of the private area in enhancing social insurance pointers.

The business coherence administration targets of the UAE government or nearby legislatures of every emirate and the elements under their locale in both open and private segments are as per the following:

- Maintain coherence of principle/key works and administrations in both open what's more, private divisions including non-benefit associations.
- Secure chain of supply required for business coherence.
- Set up successful business coherence arrangement for conveying principle/fundamental administrations when a crisis happens in an arranged and controlled way.
- Develop proactive business progression and danger administration arrangement in everyday exercises and administrations at all government

and neighborhood substances in the emirate, furthermore, the elements under their purview in both open and private areas.

Moreover, the controllers are setting quiet security related focuses on that are more material and controllable for open social insurance offices. It ought to be noticed that the private division is focused on the patient-driven model of conveyance as they, as well, can conceivably acknowledge budgetary advantages from the model. On the other hand, evaluating the money related attainability, particularly the payback time of extra interest in innovation and individuals, remains a test. In spite of the fact that the presentation of obligatory medical coverage is a positive turning point for a superior and more advantageous populace, it has made a huge weight on human services suppliers regarding gainfulness. The controllers need to work closer with the private part to guarantee the area's medicinal services procedure.

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APPENDIX

QUESTIONNAIRE

Given below are similar statements pertaining to the “Challenges in UAE Healthcare Organizations”. For each of the question kindly specify by putting a mark (√) in the suitable option.

HEALTH CARE CHALLENGES

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
The project fails to meet the scope in terms of schedule or cost targets.					
The risk is unidentified					
The stakeholders are unidentified					
Communication issues					
Lack of technical experience					
Relate actual source changes to a living, track-able problem statement.					
Documents on your website regress to previous versions					
Different programmers fix the same bug at different times					
Defects that have been corrected re-appear.					
Different programmers fix different bugs in the same file and copy over each other’s changes.					

SUCCESS AND FAILURE FACTORS

Use standard models to build into project plans.
 Involvement of users in cost and time estimation and risk management.
 Get the most skilled, experienced and best qualified.
 Identify the right team members.
 Maintain a controlled evolution.
 Focused on achieving these broad goals
 Create measurable guiding principles up-front, driven- off the project’s business plan.
 measure the effectiveness of this project management practice

Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree

STRATEGIES OF PROJECT STAGES

Strategies, establishes criteria.
 Identify the best project life cycle.
 Utilize a thoughtful construction procurement strategy to minimize cost.
 Operating performance metrics are established upfront
 Operating plans and facilities are designed

Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree

around them

Technology spend should be determined based on a true enabling of operational changes so that there is a measurable benefit to the investment

Leadership and board commitment is necessary to make an effective and lasting change

Please tick (√) on appropriate choice

Gender: Male Female Organization: Public Private

Age: 25 years or less 30 years 31 to 35 years

36 to 40 years 41 to 45 years more than 45 years

Experience in current organization: Less than 3 years 3 to 6 years

6 to 9 years 9 to 12 years

12 to 15 years More than 15 years

Comments:

Thanks