ABSTRACT

Objective: This study investigates the terms project, project management, and project management cycle, focusing on the project management approach in healthcare services. It aims to emphasize the importance and necessity of project management in healthcare, contributing to the development of a project management culture within the healthcare sector.

Theoretical Framework: Projects are generally a set of activities or efforts planned and implemented to achieve a specific goal or objective. Businesses often need to operate within a specific project or plan to reach their goals. The same applies to healthcare services. Today, it is crucial for healthcare institutions to achieve their strategic objectives by utilizing their limited resources most effectively. Therefore, healthcare institutions must continuously strive to manage their resources in alignment with their strategic goals. By adopting an effective resource management strategy, healthcare institutions can enhance the quality of patient care, patient satisfaction, operational efficiency, and cost optimization. Project management consists of specific phases: initiation, planning, execution, monitoring and control, and closure. Each phase is essential for the project's successful progress. Project management is a vital management system in healthcare institutions that reduces uncertainties and ensures the successful completion of projects. Planning and monitoring all phases of projects from start to finish allow for early detection and correction of errors and problems.

Method: This study on project management in healthcare services uses document analysis as a qualitative data analysis method. It compiles and evaluates existing knowledge and data on project management in healthcare services.

Research Implications: The results and recommendations of this study can increase awareness of project management in healthcare services and help manage practices in this field more effectively.

Keywords: project, project management, project cycle management, healthcare services.
ABORDAGEM DE GESTÃO DE PROJECTOS NOS SERVIÇOS DE SAÚDE

RESUMO

Objetivo: No âmbito do estudo, são definidos os termos projeto, gestão de projetos e ciclo de gestão de projetos e enfoca-se a abordagem de gestão de projetos em serviços de saúde. O estudo teve como objetivo contribuir para o desenvolvimento da cultura de gestão de projetos no setor saúde, enfatizando a importância da gestão de projetos nos serviços de saúde e a necessidade de sua aplicação neste campo.

Referencial Teórico: Os projetos são geralmente um conjunto de atividades ou esforços planejados e implementados para atingir um propósito ou objetivo específico. As empresas geralmente precisam realizar suas atividades dentro de um determinado projeto ou plano para atingir seus objetivos. O mesmo se aplica aos serviços de saúde. Hoje, é vital que as instituições de saúde atinjam os seus objetivos estratégicos, fazendo o melhor uso dos seus recursos limitados. Por esta razão, as instituições de saúde devem esforçar-se constantemente para gerir os seus recursos de acordo com os seus objetivos estratégicos. Ao adotar uma estratégia eficaz de gestão de recursos, as instituições de saúde podem aumentar a qualidade do atendimento ao paciente, a satisfação do paciente, a eficiência operacional e otimizar custos. O gerenciamento de projetos consiste em certas etapas: iniciação, planejamento, execução, monitoramento e controle e conclusão. Cada etapa é importante para o bom andamento do projeto. O gerenciamento de projetos é um importante sistema de gestão que reduz as incertezas nas instituições de saúde e garante a conclusão bem-sucedida do projeto. O planejamento e o acompanhamento de todas as fases dos projetos, do início ao fim, garantem a detecção precoce e a correção de erros e problemas.

Método: Neste estudo, que trata da gestão de projectos nos serviços de saúde, o novo método de análise qualitativa foi a análise documental. As informações e os dados existentes sobre a gestão de projectos nos serviços de saúde foram compilados e avaliados.

Implicações da Pesquisa: Os resultados e recomendações deste estudo podem aumentar a consciência sobre a gestão de projetos na área da saúde e ajudar a gerir as práticas nesta área de forma mais eficaz.

Palavras-chave: projeto, gestão de projectos, gestão do ciclo de projeto, serviços de saúde.

ENFOQUE DE GESTIÓN DE PROYECTOS EN LOS SERVICIOS SANITARIOS

RESUMEN

Objetivo: Dentro del alcance de este estudio, se definen los términos proyecto, gestión de proyectos y ciclo de gestión de proyectos, y el mismo se centra en el enfoque de gestión de proyectos en los servicios de salud. El estudio tiene como objetivo contribuir al desarrollo de una cultura de gestión de proyectos en el sector sanitario, enfatizando la importancia de la gestión de proyectos en los servicios sanitarios y la necesidad de su aplicación en este campo.

Marco Teórico: Los proyectos son generalmente un conjunto de actividades o esfuerzos planificados e implementados para lograr un propósito u objetivo específico. Las empresas a menudo necesitan realizar sus actividades dentro de un proyecto o plan concreto para alcanzar sus objetivos. Lo mismo ocurre con los servicios de salud. Hoy en día, es fundamental que las instituciones sanitarias alcancen sus objetivos estratégicos utilizando sus recursos limitados de la mejor manera posible. Por lo tanto, las instituciones sanitarias deben esforzarse continuamente para poder gestionar sus recursos en consonancia con sus objetivos estratégicos. Al adoptar una estrategia eficaz de gestión de recursos, las instituciones sanitarias pueden mejorar la calidad de la atención al paciente, mejorar la satisfacción del paciente, aumentar la eficiencia operativa y optimizar los costes. La gestión de proyectos consiste en las fases
específicas siguientes: inicio, planificación, ejecución, seguimiento y control y cierre. Cada fase es esencial para la evolución exitosa del proyecto. La gestión de proyectos es un sistema de gestión fundamental en las instituciones sanitarias que reduce las incertidumbres y garantiza la finalización exitosa de los proyectos. La planificación y el seguimiento de todas las etapas de los proyectos, de principio a fin, permiten la detección temprana y la corrección de errores y problemas.

**Método:** En este estudio, que aborda la gestión de proyectos en servicios de salud, se seleccionó el método de revisión de documentos de investigación cualitativa para recopilar y evaluar el conocimiento y los datos existentes sobre la gestión de proyectos en dichos servicios.

**Implicaciones de la investigación:** Los resultados y recomendaciones de este estudio pueden crear conciencia sobre la gestión de proyectos en los servicios de salud y ayudar a gestionar las prácticas en esta área de manera más efectiva.

**Palabras clave:** proyecto, gestión de proyectos, gestión del ciclo del proyecto, servicios sanitarios.

## 1 INTRODUCTION

Due to the adoption of a multi-step approach in the planning processes in Türkiye, project planning and management play an important role. Particularly at the sectoral level, project management is increasingly emphasized to achieve concrete goals. The successful implementation of sectoral plans depends on this key factor. By adopting this approach in Turkey, a more robust foundation has been created for effectively executing sectoral plans and achieving their objectives. This method supports broader goals such as economic growth, infrastructure development, and healthcare transformation (Aydeniz, 2007, p. 261).

In the healthcare sector, it is important to set strategic goals and successfully carry out projects to achieve these goals. Additionally, projects provide organizational focus in the development and implementation of processes and services. To ensure the success of these projects, it is imperative to address both operational and strategic requirements and manage them effectively. Failure to do so can adversely affect the strategic management of institutions, thereby hindering their ability to achieve their objectives. Therefore, institutions operating in the healthcare sector should carefully plan their projects, allocate their resources correctly, and develop strategies to ensure the successful completion of projects (Cleland, 2004, p. 3).

Effective project management is vital for institutions within the healthcare system, particularly those with extensive human resources. It plays a crucial role in enhancing
health services, enabling healthcare organizations to meet their objectives, optimize their processes, and ensure the provision of high-quality services (Alıcı, 2020, p. 135).

As a research method, document analysis, which is frequently used in qualitative research methods, has been employed. Document analysis is a systematic analysis method used to meticulously examine the content of written documentation, including all sources both printed and electronic. Similar to other qualitative analysis methods, document analysis necessitates a thorough examination and interpretation of data. This process aims to derive meaningful insights and develop an informed perspective on the subject matter. Documents include texts presented without the intervention of the researcher (Kıral, 2020, p. 173). It also involves the collection, systematic examination, and evaluation of official or private records. According to another definition, document analysis is the collection, review, questioning, and analysis of various forms of written texts as a primary source of research data. In summary, the collection and examination of various writings, documents, productions, or remnants written, prepared, or created by other individuals or institutions about the research topic is considered document analysis (Sak et al., 2021, p. 230).

Within the framework of document analysis used in this study, the importance of project management in health services is emphasized, and the necessity of its application in this field is explained. The study proposes strategic steps to raise more awareness about project management in health services. These suggestions can help professionals in the healthcare sector improve their project management skills and manage projects more efficiently. Additionally, the results and recommendations of the study, which aim to contribute to the development of a project management culture in the healthcare sector, can increase awareness in this field and help manage practices in health services more effectively.

This study can contribute to the development of a project management culture in the healthcare sector, allowing health services to be managed more effectively and enabling patients to receive better service. This study can also be a valuable resource for healthcare organizations and professionals to enhance their knowledge and skills in project management and provide guidance on improving project management practices in health services and adopting best practices in this field.
2 WHAT IS A PROJECT?

The word "project" has been used in different fields throughout history, and during this process, the definition of a project has been expressed in various ways. The word "project" originates from the Latin word "proiectum," which means "to throw forward." In Turkish, the word "project" was adopted from the French word "projet." Initially, the concept of a project referred to a "plan made before starting a job," but with the emergence of project management understanding in the 1950s, it began to be used not only as a plan but also as a term that expresses the process in which the plan is implemented (www.bilkem.com).

In our daily lives, the term "project" can be simply defined as "a unique work carried out once by more than one person within a specific time frame and for specific purposes with a certain budget" (Köktepe & Karahüseyinoğlu, 2021, p. 53). A project is defined as a structured series of activities, guided by a quality-centric approach, designed to accomplish specific goals and objectives within a fixed period. This process involves the efficient allocation of limited financial and other resources, while systematically managing potential risks according to a meticulously planned scope (Çorak, 2015, p. 52).

Fundamentally, a project is an effort organized to achieve a specific outcome within a limited time frame. In another definition, a project is a socio-technical formation where organizations gather under one roof within a certain time frame to achieve their goals and become independent after achieving their objectives (Emhan et al., 2016, p. 2). A project is the process of initiating, executing, controlling, and concluding a unique plan aimed at solving a problem or taking advantage of an opportunity according to specific goals and objectives, with a team, a set start and end date, and limited financial resources, while ensuring customer satisfaction and quality (www.wikipedia.org.tr). In short, projects are unique and time-limited efforts carried out to develop new products and services. The definitions indicate that projects are constrained by activity scope, time, and cost. The team carrying out the project must consider these constraints, which can be stated as follows (Brown, 2008, p. 7; Emhan et al., 2016, p. 2):

a) Scope: Defines the main goals and tasks of the Project;

b) Time: Determines how long the project will take to complete and establishes a timeline;
c) Cost: Identifies the cost of the resources needed to carry out the project and helps in creating the project budget.

These three elements are essential components that must be considered for successful project management. Along with these components, projects must carry some fundamental elements, which are specified below (PMBok, 2017, p. 36-38):

a) Projects arise to meet needs;
b) In projects, "problems are converted into goals, and goals into activities."
c) Projects are carried out by many people working together, not by a single person;
d) Projects are conducted within a specific time frame and with limited financial resources;
e) Projects must be unique, unusual, and carried out once.

In short, a project is a planned and organized initiative aimed at achieving a specific goal, to be completed within a specific time frame, and conducted with limited resources, involving a series of steps or processes. Projects are used in various fields and sectors such as construction, software development, business improvement, and healthcare services. Since the study focuses on the healthcare sector, in health services, projects are more prioritized in terms of patient safety, meeting medical standards, and compliance with legal regulations. Additionally, health service projects involve hospital construction, medical equipment installation, implementation of health policies, and disease prevention programs.

3 WHAT IS PROJECT MANAGEMENT?

It is stated that project management was first used in the construction of the Egyptian pyramids, Roman monuments, and the Great Wall of China. In a modern sense, project management began to be applied in the 1940s in the United States (Richman, 2002, p. 4).

The emergence of project management as a recognized discipline can be traced to the mid-20th century. In the post-World War II era, the necessity for efficient management of complex, large-scale projects prompted the development of more systematic and structured methodologies. During the 1950s, the United States saw significant advancements in project management practices, particularly within the military and industrial sectors, as a response to the increasing complexity of these
projects. In this context, various methods and approaches were developed in the field of project management. One of the most important developments during this period was the introduction of methods such as the "Program Evaluation and Review Technique (PERT)" and the "Critical Path Method (CPM)," which introduced the basic concepts and techniques in the field of project management. These methods helped estimate the resources needed for the timely completion of large projects by determining the project schedule and critical tasks (Wilson, 2003, p. 435). Another significant development in the field of project management was the widespread adoption of the scheduling technique known as the "Gantt Chart." Gantt charts are tools that visually represent the project schedule and show the timing of tasks. Developed by Henry Gantt, this method is very useful for understanding which tasks will be completed in which time frame for a specific project.

By the 1960s, project management began to be widely accepted in the business world. During this period, standards and guidelines in the field of project management started to be established through professional organizations. Particularly, organizations like the Project Management Institute (PMI) were founded to promote the education of professionals specialized in project management and to determine best practices (Seymour & Hussein, 2014, p. 233).

Advances in technology, globalization, market competition, and changing customer needs have made projects more complex and diverse. This situation has necessitated the continuous development of new approaches and methodologies in the field of project management. Today, the concept of project management is widely applied in many sectors. Managing projects is of great importance in sectors such as construction, information technology, healthcare, and energy (Polat, 2024, p. 7).

Project management consists of processes. These processes are "initiation, planning, execution, monitoring and control, and closure." Each process addresses a different aspect of project management and represents critical steps for the successful completion of a project. These are (Çorak, 2015, p. 53):

a) In the initiation phase, the project is defined, objectives are clarified, and a project manager is appointed;

b) In the planning phase, how the project will be carried out and monitored is determined in detail, resources are allocated, and risks are assessed;
c) In the execution phase, planned tasks are carried out, a team is formed, and effective communication with stakeholders is ensured;

d) In the monitoring and control phase, project progress is regularly tracked, performance is evaluated, and the plan is revised when necessary;

e) In the closure phase, the project is completed, results are evaluated, and lessons learned are documented.

These five main processes are important for ensuring that the project is managed successfully and achieves its goals.

Project management is a set of critical methods that organizations use to implement change. Project management involves overseeing a project from start to finish and establishing relationships among a group of people (Hornstein, 2016, p. 291-292). Another definition expresses that project management, at its core, is about creating an environment where people can work together to achieve a common goal (Dube, 2020, p. 23). Another definition describes project management as a type of management that encompasses ongoing, temporary, and corrective processes, as opposed to the preventive nature of other management types (Shirley, 2020, p. 4). According to Payne et al. (2011, p. 1), “Project management is a widely used methodology for ensuring that projects are completed on time, within budget, and to the defined quality standards, in accordance with the specified goals and requirements.” In short, project management is a goal-oriented progression that enables problem-solving for a temporary period (Edwards, 2018, p. 20).

Nowadays, it is inevitable for businesses to adopt effective project management strategies to compete in terms of speed, quality, and cost. Organizations that effectively use project methods gain a strategic advantage over their competitors. Additionally, the full support of top management and their involvement and commitment at every stage of the project is critical in project management. Their support and leadership align the project’s objectives with the overall business or corporate strategy and ensure the project’s continuous improvement and success. Therefore, it is not possible to effectively carry out the project management process without the active participation and leadership of top-level managers (Antony & Gupta, 2019, p. 368).

When project management is used effectively, it provides organizations with the following advantages (Roberts, 2007, p. 1):

a) Completing projects on time and delivering them on the scheduled dates;
b) Increasing customer satisfaction and meeting customer expectations;
c) Controlling costs and minimizing budget deviations;
c) Making business processes more efficient and using resources effectively;
d) Increasing quality and ensuring that products/services meet standards;
e) Identifying risks in advance and managing them with appropriate strategies;
f) Promoting teamwork and strengthening communication;
g) Encouraging innovation and continuous improvement.

4 WHAT IS PROJECT CYCLE MANAGEMENT?

The rapid development of technology, increasing competition, changes in the service sector, and the acquisition of new paradigms have increased the need for businesses to manage project cycles. This situation has enhanced the importance of project activities (Kanar, 2022, p. 8). The studies that began for profitability analysis of projects later evolved into an approach known as Project Cycle Management (PCM) (Yılmaz & Akça, 2002, p. 380). Project Cycle Management encompasses management activities and decision-making procedures used at every stage of a project. Therefore, this approach provides a systematic framework to ensure the successful management and achievement of project goals (Gültekin, 2019, p. 3). The first model of the project management cycle is the project cycle model developed by Baum in the 1970s for the World Bank (Yılmaz & Akça, 2002, p. 380). In 1992, the European Commission's acceptance of the application of Project Cycle Management and the production of the first Project Cycle Management template in 1993 was a significant step to meet the European Commission's requirements and management needs in this field. The update in 2001 aimed to reflect the changing needs and new management approaches over time, further improving and enhancing the Project Cycle Management process. The new development policy document published by the European Commission in 2000 may have led to the decision to update Project Cycle Management again in 2003 to reflect changes in development policies and new goals (Gültekin, 2019, p. 4-5).

Project planning is a multi-phase and dynamic process rather than a single-phase and static action. Therefore, when planning a project, it should be created in a logical sequence. The stages created in a logical order or all stages of the project planning process are called the project cycle (Aydeniz, 2007, p. 263).
Project Cycle Management covers the entire life cycle of a project, including planning, implementation, monitoring, evaluation, and learning stages from beginning to end (Yılmaz & Akça, 2002, p. 380). A broader definition of Project Cycle Management (PCM) characterizes it as a comprehensive management approach that includes the stages of preparation, analysis, implementation, and evaluation within a logical framework. This approach involves the collaboration of interrelated individuals within institutions and organizations to achieve a specific goal from the project’s inception to its completion.

Project Cycle Management usually consists of specific phases. These phases can vary according to the project management methodology and the type of project but generally include the following basic phases. These phases are as follows (Tekindağ, 2015, p. 7; Kanar, 2022, p. 10; Salman, 2010, p. 4; Aydeniz, 2007, p. 263):

a) Initiation Phase: In this phase, the project is defined, objectives are determined, and the project's scope is clarified. Typically, a project charter is prepared, stakeholders are identified, and a team is formed for project management;

b) Planning Phase: In this phase, resources are allocated, work packages are defined, a timeline is created, and other management plans such as communication and risk management plans are prepared;

c) Implementation and Execution Phase: According to the plan created in the planning phase, the actual work of the project begins. In this phase, the identified tasks and activities are carried out, resources are managed, communication is maintained, and risks are monitored and managed;

d) Monitoring and Control Phase: The progress of the project is regularly monitored and evaluated. Actual progress is compared with the planned progress, quality control is performed, and corrective actions are taken if any deviations or problems are identified;

e) Evaluation or Closure Phase: When the project is completed or the project process ends, the results are evaluated and approved. Resources are released, final reports are prepared, final customer approval is obtained, and the project is officially closed.

These phases are generally accepted stages of the project life cycle. Project Cycle Management has distinct qualities that guide project managers and stakeholders to manage the project successfully. These qualities represent the fundamental principles and practices important for successful project management. Each is essential for ensuring the
successful completion of the project. The benefits of the project cycle for the project can be listed as follows (Arabacı & Akıllı, 2019, p. 134):

- Reduces deficiencies in the design and preparation of the project and ensures that the targeted results are met more accurately;
- Goal-oriented planning and implementation ensure that the project progresses towards its main objectives;
- Measurable and verifiable factors affecting the project outcome increase the project's sustainability;
- Continuous evaluation of the outcomes during the project process and seeking improvement opportunities increase the project's success;
- Ensures the participation of all stakeholders in the project process, acceptance of the project results, and sustainability;
- Considers risks and success criteria in the project outcome section, clearly defines project success metrics, and evaluates project results.

5 WHAT IS THE LOGICAL FRAMEWORK APPROACH IN PROJECT MANAGEMENT?

The "Logical Framework Approach" (LFA) is a method developed by the United States Agency for International Development in the 1960s to guide the design, implementation, monitoring, and evaluation processes of complex development projects. The Logical Framework Approach involves systematically presenting project objectives within a certain logic. This approach is often referred to as the logical framework or logical framework analysis. It provides a systematic way to plan, implement, and evaluate a project successfully. The Logical Framework Approach facilitates the clear and logical definition of project objectives, monitoring project progress, and evaluating project impact. This ensures better focus throughout the project duration and more effective achievement of project goals (Tekindağ, 2015, p. 7).

Before starting a project design and logical framework matrix, conducting a detailed situational analysis is extremely important. Situational analysis is necessary to understand the needs that the project must meet, the environment where the project will be implemented, and the existing challenges. The Logical Framework Approach consists of planning and analysis processes. The analysis process in the Logical Framework
Approach is based on four fundamental analytical stages. The functions in the analysis stage are problem analysis, stakeholder analysis, objective analysis, and strategic analysis. Each function provides the necessary information and framework for setting project objectives, monitoring progress, evaluating success, and managing risks. Therefore, project managers and their teams should plan and manage their projects by considering these four fundamental analytical elements of the Logical Framework Approach (Salman, 2010, p. 8).

### 5.1 PROBLEM ANALYSIS

Problem analysis is the fundamental step in creating a logical framework in the project design process. This phase focuses on identifying the project’s requirements, objectives, and constraints. Problem analysis begins with defining the fundamental problem that forms the basis of the project idea. This process is carried out with a participatory approach and requires accurately and clearly identifying the current situation. Correctly defining problems is critical for setting project objectives and designing solutions with appropriate strategies (Karaçay, 2021, p. 248).

Problem analysis aims to identify not only the apparent symptoms of problems but also their root causes (Salman, 2010, p. 9). It identifies the negative aspects of the current situation and establishes cause-effect relationships between these problems. Negative situations are transformed into problems and defined as such. Therefore, problem analysis includes the analysis of the current situation. Before starting problem analysis, various preparatory work should be conducted. These preparations begin with examining secondary sources such as evaluation reports, statistics, and surveys. Such secondary sources help define the content of the research and analysis to be conducted and reveal the current situation in all its consequences (Karaçay, 2021, p. 250, 254). The examinations highlight the opinions of individuals, groups, or organizations focusing on a particular idea about what the critical problem is. This helps determine how our idea is perceived by relevant parties.

The Logical Framework Approach suggests using the problem tree method as a form of analysis in situational analysis. The problem tree method visually represents the sub-problems underlying the fundamental problem and their causes. This helps understand the complexity of problems and identify the areas to focus on for solutions.
This method facilitates the analysis and understanding of problems by organizing them hierarchically (Tekindağ, 2015, p. 12).

In conclusion, a properly conducted problem analysis lays a solid foundation in the project design process and contributes to the successful implementation of the project. This analysis clarifies the project's purpose, ensures the setting of appropriate objectives, and guides the project team.

5.2 GOAL ANALYSIS

Goals represent the places we aspire to reach. Goal analysis is a methodological approach that identifies the objectives to be achieved by resolving the identified problems. In this process, current problems and challenges are transformed into goals, allowing us to define the desired future states. Goal analysis involves transforming the negative situations identified in problem analysis into positive outcomes. This method not only facilitates the planning of issue resolution but also establishes specific objectives and strategies for achieving them. This analytical process aids in forecasting the intended changes facilitated by the project and provides a structured roadmap towards the defined goals (Karaçay, 2021, p. 265).

In goal analysis, the problem tree used in problem analysis is replaced by a goal tree. The goal tree helps establish relationships among goals, creating a hierarchical structure. In contrast to the cause-effect relationship depicted in the problem tree, the goal tree establishes a means-end relationship. In this framework, each intermediate objective attained is considered a means to achieve a higher-level goal. The main purpose of transforming problems into goals is to derive goals directly from the real existing problems. This approach makes the project's objectives more concrete and realistic. Additionally, the "negative situations" in the problem tree are transformed into "positive achievements" expressed as solutions in the goal tree. Thus, the goal tree not only defines the project's objectives but also shows the ways to achieve them (Tekindağ, 2015, p. 28).

Goal analysis consists of three steps (Ünal, 2014, p. 23):

a) Defining the Future State: In this step, the future state is detailed in case the identified problems are resolved;

b) Checking the Hierarchy and Realism of Goals: This step involves determining, prioritizing, and assessing the attainability of the goals;
c) Showing Means-Ends Relationships Using the Goal Tree: In this step, the means-ends relationships among goals are visually represented using the goal tree.

5.3 STRATEGY ANALYSIS

Strategy analysis focuses on identifying the main objectives of the project and determining the methods to be used to achieve these objectives. This process involves considering a series of constraints and variables. These include factors such as the interests and demands of different stakeholders and the available resources. Balancing and aligning these factors introduce a negotiation process that makes strategy analysis complex and critically important. Strategy analysis aims to identify the most effective strategies crucial for the project's success while addressing these complexities (Ünal, 2014, p. 24).

Strategy analysis is essential for defining appropriate solutions while identifying the problem in the current situation, as it aims for the solutions to be realistic and complete, leading to the successful completion of the project. In this process, it becomes clear which problems can be solved, and appropriate strategies are determined for solving these problems. Thus, strategy analysis plays an important role in laying a solid foundation for the project's successful completion and guiding the process of achieving the goals (Karaçay, 2021, p. 274).

5.4 STAKEHOLDER ANALYSIS

According to Freeman, stakeholders are individuals or groups directly affected by the activities of an institution or organization or who can affect these activities (Freeman, 2010, p. 52). Freeman's definition indeed forms the basis of the current widespread meaning of the stakeholder concept (Sönmez & Uğurluoğlu, 2017, p. 224). The stakeholder approach acknowledges that businesses are influenced by different stakeholder networks depending on factors such as the sector, region, and market in which they operate. In this context, it emphasizes that businesses must balance the expectations and needs of these various stakeholders to ensure sustainability and success (Sarıkaya, 2011, p. 43).
Stakeholder analysis is used to understand who these various stakeholders are, their interests, the resources they have access to, and the kinds of impacts they can have. This analysis facilitates a multi-stakeholder approach to complex problems and contributes to developing effective solutions. Therefore, stakeholder analysis has become an important tool in strategic planning, policy-making, and project management (Bryson, 2004, p. 23). Stakeholder analysis is not only a strategic management tool but also a research method. Especially in fields like social sciences and business management, stakeholder analysis is frequently used as a research approach to understand the different effects, relationships, and dynamics around a phenomenon (İlgar & Coşgun, 2019, p. 1843).

Additionally, stakeholder analysis is an important tool for evaluating and managing the impacts of a project or change. This analysis is used to understand who the stakeholders are, what kinds of impacts they can have, and how they can be managed (Ünal & Ünal, 2015, p. 95). Identifying who the stakeholders are and gathering data about them can positively contribute to future decision-making. This process is important for understanding stakeholders' expectations, needs, and concerns, as this information can be turned into valuable feedback for the institution.

There are many different definitions related to stakeholder analysis, and each focuses on how stakeholders can contribute to the identification, classification, and development or improvement of relevant policies (Sönmez & Uğurluoğlu, 2017, p. 226).

Stakeholder analysis is about analyzing the individuals and institutions with which the organization interacts and managing these relationships according to the strategic plan. Stakeholder analysis aims to identify stakeholders' views and expectations through effective communication, identify factors that may hinder the organization from effectively carrying out its activities, and develop strategies to address these obstacles. Additionally, including stakeholders' views, suggestions, and expectations in the strategic planning process aims to increase ownership of the plan and the likelihood of its implementation (İlgar & Coşgun, 2019, p. 1841).

6 PROJECT MANAGEMENT IN HEALTHCARE SERVICES

The healthcare sector has a complex and rapidly evolving structure, driven by continuously renewing technological and scientific advancements. Therefore, healthcare
organizations and hospitals must focus on effective project management processes to be successfully managed (www.saglikajans.com).

Today, companies in the healthcare sector struggle with increasing costs, personnel issues, and increasingly stringent regulations. As a result, healthcare teams are under tremendous pressure to maximize resources, reduce overhead costs, and adopt effective project management systems.

Effective project management in the healthcare sector is essential for fostering innovation and advancement. The rapid evolution of medical technologies and treatment methodologies requires healthcare organizations to continuously update and deliver optimal care. Consequently, project management serves as a pivotal mechanism for maintaining leadership in innovation and progress within the healthcare field (www.invensislearning.com).

Project management in healthcare refers to the effective organization, planning, and execution of specific projects and related resources. This process helps healthcare organizations achieve various objectives.

Distinctive aspects of project management in healthcare must consider the unique nature of healthcare services. Healthcare services cover a critical area that impacts human lives, and thus, project management processes must account for the specific characteristics of the healthcare sector. Healthcare projects aim not only to provide medical treatment but also to enhance patients' overall well-being and care experience. This requires that projects in the healthcare environment be exceptional, ultimately ensuring better healthcare services for patients. The benefits of project management techniques to healthcare organizations include efficiently planning, organizing, executing, and achieving success by maximizing resources and reaching specific goals. The lack of research on project management in healthcare can make it difficult to implement a standard approach in the sector. While the discipline of project management is as important in healthcare as in other industries, the unique requirements and complexities of healthcare call for a tailored approach (Vance, 2023, p. 23).

Project management in healthcare faces some unique challenges that require proactive strategies and careful evaluation, as compared to other sectors. These challenges stem from the complexity, variability, and diversity of healthcare services. They typically include complex regulatory requirements, adaptation to rapidly evolving technology and treatment methods, efficient management of limited resources, seamless
communication among various stakeholders, and a focus on patient care and safety throughout the project's lifecycle. Given that projects and initiatives directly impact patient care, the stakes are higher for project management in healthcare services. Excellent healthcare project management does not happen by chance; it requires a deep understanding of what you want to achieve, a framework for implementing this vision, and the right tools to guide you through to completion. The "4D model" of the project management process can be successfully applied to managing healthcare projects. This model includes specific steps for each phase of the project and provides a framework for ensuring the project's successful completion. The steps of this model are (Köktepe & Karahüseyinoglu, 2021, p. 61; Öztürk et al., 2015, p. 20):

a) Define it: The first step involves defining the scope, objectives, and requirements of the Project;

b) Design it: In this step, the project manager plans how the project will be carried out. This includes determining the project's phases, allocating resources, creating a timeline, and assessing risks;

c) Do it: This phase involves implementing the planned activities to carry out the Project;

d) Develop it: Finally, the project manager measures the project's success, analyzes whether the targeted outcomes were achieved, and identifies any improvement opportunities.

Healthcare projects must meet and comply with legal requirements. To fulfill and manage these requirements, the role, knowledge, and experience of project managers are crucial (Dube, 2020, p. 30). Moreover, upper management and stakeholders have significant expectations from project managers. To meet these expectations, project managers need to possess a comprehensive set of specialized skills. These skills include (Yozgat, 1999, p. 27; Enver & Kovanci, 2004, p. 77; Gitmez, 1998, p. 20):

a) Adaptability: Medical facilities often experience constant change, and project managers need to adapt quickly. Especially in the healthcare sector, unexpected events frequently occur, complicating project management. Project managers must use flexibility, communication, and problem-solving skills to handle these changes. Additionally, it is important to regularly review and update project plans to adapt to ever-changing conditions;
b) Leadership: Project management requires a leadership role, as the success of the project involves managing and motivating a team. The healthcare industry is particularly complex and emotionally intense, making strong, empathetic leadership critical;

c) Problem-solving: Great project managers must possess good problem-solving skills, as challenges and obstacles in complex projects are inevitable. Being a good problem solver allows project managers to act calmly, find effective solutions to problems, and manage crisis situations successfully;

d) Communication: Healthcare project managers need skills such as empathy, clarity, good listening, and the use of appropriate communication tools to effectively communicate with diverse teams. Collaboration and alignment are crucial for project success.

Given these explanations, the project manager is highly important in achieving the desired goals in healthcare projects. Additionally, various project management methodologies exist to achieve success in projects. These methodologies help organizations plan, execute, and monitor projects effectively, proving useful in healthcare environments. Some commonly used project management methodologies in healthcare include (Polat, 2024, p. 7):

a) Waterfall Methodology: Projects using the waterfall model have clearly defined phase completions, with strict reviews, extensive documentation, and management approval at each phase transition, making project execution highly controlled. This model adopts the "big design upfront" philosophy, conducting substantial analysis and design before the coding phase (Gencer & Kayacan, 2017, p. 338). This methodology involves a specific order and structure for completing each phase, producing outputs required for the next phase and ensuring the completion of steps that are generally difficult to reverse (Yeşil et al., 2019, p. 7);

b) Agile Methodology: The agile approach is a widely used methodology in software development and project management, designed to adapt to variability, uncertainty, and rapid changes. Unlike traditional project management approaches, agile methodologies are based on principles such as flexibility, collaboration, and customer focus. The agile approach is ideal for projects involving software development, such as health applications, to manage variability and uncertainty. This method ensures the project's successful
completion and the development of a product that best meets end-users' needs (Keskin & Kahveci, 2019, p. 1074; Özen & Koç, 2023, p. 266);

c) Scrum: As a subset of the agile methodology, Scrum is particularly useful for rapidly changing and complex projects like health projects. Scrum offers a flexible approach and encourages quick adaptation to changing requirements. This approach facilitates rapid responses to changing requirements and ensures transparency about the project's progress (Sachdeva, 2016, p. 16792);

d) Lean Healthcare: Applying lean principles in the healthcare sector means optimizing processes and improving quality. This approach aims to reduce waste, shorten waiting times, use resources more efficiently, and increase patient satisfaction (Çilhoroz & Arslan, 2018, p. 160-161);

e) Six Sigma: Six Sigma is a formal and disciplined methodology that defines, measures, analyzes, improves, and controls processes. The core idea behind the Six Sigma philosophy is to continuously reduce process variation and eliminate defects or errors from every product, service, and transaction process. Six Sigma methodology allows healthcare organizations to adopt a data-driven approach for continuous improvement and excellence, helping to enhance the quality, safety, and efficiency of healthcare services (Reosekar & Pohekar, 2014, p. 393).

The benefits of the project management approach in the healthcare sector are clearly seen in optimizing business processes, cost control and empowerment, risk management and minimization, quality management and patient satisfaction, effective communication and collaboration, and contributing to continuous improvement processes (www.saglikajans.com):

a) Optimization of Business Processes: Project management analyzes business processes in healthcare organizations, identifies improvement opportunities, and helps make them more efficient;

b) Cost Control and Empowerment: Project management monitors and manages project costs, helping healthcare organizations achieve a stronger financial position. Staying within the planned budget maintains the institution's financial stability while providing services;

c) Risk Management and Minimization: Healthcare projects involve various risks. Project management helps identify and analyze these risks, minimizing them. This
is critical for the successful completion of the project and reducing the negative impacts of unexpected situations;

d) Quality Management and Patient Satisfaction: Project management ensures the effective implementation of quality management processes. This contributes to improving the treatment process, enhancing service quality, and ultimately increasing patient satisfaction;

e) Communication and Collaboration: Successful communication and collaboration in healthcare projects are essential. Project management promotes effective communication among stakeholders, supports collaboration, and ensures the successful completion of projects;

f) Continuous Improvement and Development: The application of project management processes in the healthcare sector allows for the adoption and implementation of a continuous improvement mindset. This helps healthcare organizations continually develop and improve service quality.

In summary, project management is an important management approach for improving the quality of healthcare services, ensuring patient satisfaction and safety, controlling costs, and using resources most effectively.

7 CONCLUSION

The primary objective of all organizations is to carry out specific activities, typically referred to as projects or operations. Both concepts are executed by people, managed with limited resources, and consist of sequential processes that are planned, implemented, and controlled. Projects are temporary and unique initiatives involving a series of activities aimed at achieving predefined goals and outcomes. Projects should be implemented using an interdisciplinary approach that ensures the effective coordination of planned and executed activities to achieve specific objectives. The project management methodology is integral to this process, facilitating the organization and management of various tasks to reach the desired outcomes.

Project management is a process that applies scientific methods to meet the requirements and expectations of relevant stakeholders or overcome challenges. The project manager, who holds the highest level of responsibility for the organization and the project, is crucial for the successful completion of the project. The project
management process includes specific phases that constitute the project's lifecycle. These phases are generally defined as initiation, planning, execution, and closure. Each phase has particular goals and processes and includes the necessary steps for the project's successful completion. The project management process ensures that the project team comes together to achieve the defined objectives and that the project progresses smoothly. Therefore, effective project management is a critical factor for the successful completion of a project.

The healthcare sector is indeed an area that is rapidly changing and affected by technological advancements. Policymakers and planners use various strategies to minimize the impact of these changes and turn emerging threats into opportunities. Developing new policies, implementing reforms, and creating projects are essential tools to improve the quality, expand the accessibility, and control the costs of healthcare services. Project management plays a critical role in the policy development processes and reform efforts in the healthcare sector. Project management principles are used to evaluate the feasibility, effectiveness, and impact of new policies, projects, and reforms. This is important to ensure that policies and projects achieve the defined goals, use resources effectively, and progress smoothly.

In summary, effective project management in the healthcare sector is no longer a luxury but a necessity. Therefore, healthcare organizations must adopt the right project management approaches and tools. The use of appropriate project management approaches and tools not only helps healthcare organizations save lives but also improves daily processes and outcomes. This ensures that healthcare services are delivered more effectively, efficiently, and with higher quality. In this context, organizations and hospitals operating in the healthcare sector should place great importance on project management processes and seek consultancy services requiring expertise in this area. The implementation of project management should be encouraged for all healthcare institutions because it helps avoid the implementation of unsuccessful policies and the inefficient or ineffective use of resources.
REFERENCES


