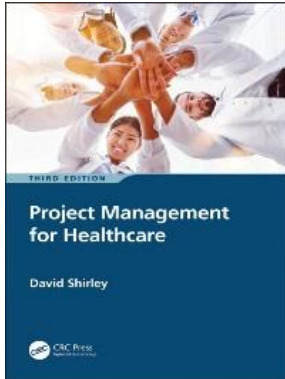


## PM WORLD BOOK REVIEW <sup>1</sup>



Book Title: ***Project Management for Healthcare (3<sup>rd</sup> ed.)***

Author: **David Shirley**

Publisher: CRC Press

List Price: \$67.99      Format: Paperback, 290 pages

Publication Date: 2024      ISBN: 978-1-032-54847-0

Reviewer: **Krystle McCloney, MHA, PMP**

Review Date: April 2026

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### Introduction

In *Project Management for Healthcare (3<sup>rd</sup> ed.)*, David Shirley explores project management principles tailored to the complexities of the healthcare industry. The book serves as both a foundational guide of project management frameworks and a practical resource for initiating, planning, executing, monitoring and controlling, and closing projects in healthcare environments.

### Overview of Book's Structure

The book is organized into four sections: Definition, Details, Management Skills as a Necessity, and Advanced Topics. In the first section, the author establishes foundational knowledge by defining key project management terms and providing historical context for the field. This grounding helps readers understand how project management has evolved and why its principles are applicable across industries. The second section provides a comprehensive overview of core project management components. Shirley explores essential elements such as time estimation, cost, quality, while also addressing risk and change management. He offers practical insights into the role of the project manager, emphasizing both technical competencies and the ability to operate effectively within complex organizational structures. In the third section, Shirley shifts focus to the interpersonal and leadership skills required for successful project execution. He underscores the importance of effective communication and stakeholder engagement as critical drivers of project success. The final section addresses contemporary topics impacting healthcare, including the COVID-19 pandemic, sustainability and green initiatives, and the application of Agile methodologies within healthcare settings. Each chapter – aside from chapters 19 and

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20 – includes “Key Review Questions,” reinforcing critical concepts and encouraging reflection.

Notably, the book is structured sequentially, with each chapter building upon the previous one. This approach enables readers to develop a well-rounded understanding of project management and its practical application within healthcare environments.

## Highlights

Throughout the book, Shirley provides strong, relevant examples of project management within healthcare settings. When discussing project initiation and planning, he offers practical illustrations of why projects are undertaken, including the adoption of emerging technologies such as artificial intelligence (AI) and precision medicine. These examples ground the theoretical concepts in current industry trends and reinforce the “project manager’s mantra” to deliver projects on time, within budget, and at the expected level of quality.

A particularly important strength of the text is the emphasis on quality and risk management. In healthcare, where patients are the primary stakeholders, failures in these areas can result in significant harm or even the loss of life. Shirley appropriately underscores the importance of proactively identifying risks and associated risk triggers, developing risk response strategies, and continuously monitoring and controlling quality throughout the project lifecycle. The author also highlights key tools and techniques available to project managers, including risk analysis, risk matrix, and Pareto charts to aid in measuring performance quality.

The author also addresses the reality of constant and rapid change within healthcare environments, referring to project managers as “change merchants.” He provides actionable strategies for managing change effectively, with a strong emphasis on communication to minimize the impact of change on stakeholders. Importantly, Shirley highlights the need for compassion and empathy, noting that achieving financial or operational targets at the expense of team well-being should not be considered true success. This perspective reinforces the crucial connection between organizational performance, employee well-being and patient outcomes. Additionally, the book acknowledges the complex constraints within which healthcare projects operate, including regulatory oversight from agencies such as the US Department of Health and Human Services (HHS), the Agency for Healthcare Research and Quality (AHRQ), and The Joint Commission (JCAHO). Shirley effectively illustrates how these factors increase the complexity of delivering projects in a healthcare landscape.

The 3<sup>rd</sup> edition includes a reflection chapter dedicated to the COVID-19 pandemic. Shirley provides a retrospective view of events from 2019-2023, encouraging readers to identify major projects that were undertaken and opportunities for improvement. This chapter serves as both a learning tool and a call to action for healthcare leaders

to strengthen the future of emergency preparedness and resilience in healthcare organizations.

### **Highlights: What I liked!**

One aspect of the book I particularly appreciated was the incorporation of historical context. Shirley traces the evolution of key concepts such as the field of project management, quality control, and sustainability, offering readers a deeper understanding of why established methodologies – such as Plan, Do, Study, Act – remain relevant today.

In addition, Shirley consistently uses healthcare-specific examples, case studies and visual aids to illustrate tools and techniques. Collectively, these elements effectively demonstrate the practical application of project management from initiation through project closing.

### **Who might benefit from the Book**

*Project Management for Healthcare (3<sup>rd</sup> ed.)* is well-suited for healthcare professionals and project managers seeking to strengthen their understanding of project management within a healthcare context. It is particularly valuable for early-career professionals leading initiatives in complex, highly regulated environments, while mid-career and seasoned professionals may find it to be a useful refresher. Additionally, educators in health administration and project management programs may find this book to be a strong teaching resource. Its structured approach, combined with history, real-world examples and review questions, supports both foundational learning and applied instruction.

While the book primarily targets healthcare delivery organizations, Shirley includes a chapter on project management within pharmaceutical and medical device manufacturing. He notes that while core project management principles remain consistent, some aspects of project management, such as project initiation and requirements, differ in these sectors. The chapter provides helpful context, including a high-level overview of research and development processes in drug development.

### **Conclusion**

*Project Management for Healthcare (3<sup>rd</sup> ed.)* provides a clear and practical framework for applying project management principles in healthcare settings. By combining foundational theory with real-world examples, Shirley equips professionals to navigate complexity and deliver meaningful, high-quality projects.

*Note: This book review is the result of my independent analysis, interpretation, conclusions and perspective. As such, I am responsible for all statements made. Grammarly was used solely for grammatical correction and sentence clarity.*

For more about this book, [click here to visit publisher's book page](#).

## About the Reviewer



### **Krystle McCloney**

Texas, USA



**Krystle McCloney**, MHA, PMP, is a strategic program management leader specializing in healthcare operations, executive governance, and enterprise-level execution. She applies a structured, systems-thinking approach to complex challenges, aligning stakeholders, optimizing processes, and translating strategy into measurable results. With experience navigating matrixed, cross-functional environments and advising on strategic and operational initiatives, she drives organizational performance and advances innovative, data-informed solutions in healthcare. Krystle holds a Master of Health Administration from The Pennsylvania State University, a Project Management Professional (PMP) certification, and a PMI Agile Project Pro micro-credential. She is also engaged in professional and community initiatives, including participation in organizations such as the American College of Healthcare Executives (ACHE) and volunteer work supporting hospice and end-of-life care. She can be contacted at [www.linkedin.com/in/krystlemccloney](https://www.linkedin.com/in/krystlemccloney)

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*Editor's note: This book review was the result of a partnership between the PM World Journal and the [PMI Dallas Chapter](#). Authors and publishers provide the books to the PM World Journal's managing editor; books are delivered to the PMI Dallas Chapter, where they are offered free to PMI members to review; book reviews are published in the PM World Journal and PM World Library. PMI Dallas Chapter members can keep the books as well as claim PDUs for PMP recertification when their reviews are published.*

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