Vol. 5 No. 1 (2026)

Pakistan Journal of Medical & Cardiological Review

https://pakjmcr.com/index.php/1/about

Majeed et al - 2026

Online ISSN 3007-2387

Print ISSN 3007-2379

DOI: http://doi.org/10.5281/zenodo.19757422

INTEGRATING BIOMEDICAL AND INFORMATION TECHNOLOGY THROUGH PROJECT MANAGEMENT: A QUANTITATIVE SYNTHESIS OF HEALTHCARE INNOVATION

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Keywords:
Biomedical informatics; health information technology; project management; artificial intelligence; telemedicine; wearables; bioinformatics; quantitative synthesis; digital health governance

Received on 10 Dec, 2025

Accepted on 25 Jan, 2026

Published on 09 Feb, 2026

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Abstract

Background:
The convergence of biomedical innovation and information technology (IT) has redefined modern healthcare. Artificial intelligence (AI), telemedicine, wearable/Internet of Medical Things (IoMT) devices, and bioinformatics pipelines are enabling precision medicine and remote care at an unprecedented scale. Yet, project failure rates remain high—often exceeding 35–45 %—due to inadequate governance, weak data integration, and regulatory misalignment. Effective project management is increasingly recognised as the key enabler of safe, scalable, and sustainable biomedical–IT innovation.

Objectives:
This paper investigates how project management methodologies influence biomedical–IT integration outcomes between 2020 and 2025. It quantitatively synthesises peer-reviewed data on

Vol. 5 No. 1 (2026)

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technological adoption, performance metrics, and implementation success across four domains—AI in healthcare, telemedicine, wearables/IoMT, and bioinformatics/genomics. It further develops an evidence-based hybrid project-management framework integrating agile, regulatory, and clinical governance practices.

Methods:

A structured literature synthesis was conducted across PubMed, Scopus, Web of Science, and official regulatory repositories for studies published between January 2020 and June 2025. After screening 120+ records, 68 studies met inclusion criteria, and 47 were fully analysed. Quantitative data were extracted for system accuracy, adoption rates, outcome improvements, and cost- effectiveness. Data were normalised and summarised using descriptive statistics (mean, percentage change, confidence ranges) to reveal sectoral performance and project-success metrics. Qualitative insights on project-governance mechanisms and regulatory compliance were mapped to the PMBOK, Agile, and PRINCE2 frameworks.

Results:

The analysis revealed significant quantitative gains in biomedical–IT performance, balanced by persistent project-governance challenges.

AI in healthcare: Diagnostic AI models achieved a pooled mean accuracy of 89.6 % (95 % CI = 86.9–92.2) in image-based tasks; however, only 27 % reached real-world clinical deployment, mainly due to regulatory and workflow barriers.

Telemedicine: Post-COVID adoption reached 87 % of U.S. office-based physicians in 2021, stabilising to 62 % by 2024, with reported patient-satisfaction rates above 78 % and cost savings averaging 18 % per encounter.

Wearables/IoMT: Device accuracy averaged 91 % for heart-rate monitoring and 84 % for step count; yet long-term adherence dropped to 57 % after 6 months, correlating with project sustainability challenges.

Bioinformatics/genomics: Pipeline throughput increased by 220 % (2020–2024) due to cloud-compute integration, but replication errors were reported in 12 % of studies lacking version-control protocols.

Project-management integration significantly improved outcomes: projects employing hybrid governance (agile + regulatory stage-gates) had a 34 % higher probability of meeting performance and compliance goals compared with ad-hoc or purely technical management models.

Conclusion:

Quantitative synthesis confirms that biomedical–IT integration is technically successful yet organisationally fragile. Projects that combined agile iteration with formal quality assurance, clinical validation, and data-governance oversight achieved measurable improvements in scalability, compliance, and clinician adoption. The findings support a shift toward hybrid project- management models that embed data ethics, regulatory readiness, and stakeholder communication as core deliverables. These results have strong implications for health-system digital transformation, policy design, and cross-disciplinary training in the coming decade.

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INTRODUCTION

Over recent years, the healthcare ecosystem has undergone a significant transformation, driven by the convergence of biomedical innovation and information technology (IT). On one hand, advancements in biomedical engineering such as genomics, biosensing, and precision therapies are generating vast quantities of biological data and novel diagnostics. On the other hand, IT capabilities cloud infrastructures, machine learning, mobile health (mHealth), wearable sensors, and telehealth platforms are enabling real-time data collection, analytics, remote delivery, and system integration. The intersection of these domains is often referred to as digital health, biomedical informatics, or health information technology (Ali et al., 2024; Mut Che et al., 2023). This convergence holds immense potential: improved disease detection and monitoring,personalised therapeutic strategies, increased access via telehealth, and efficiency gains in clinical workflows. However, the inherent complexity is significant: biomedical–IT initiatives involve multidisciplinary teams (clinicians, biomedical engineers, data scientists, IT architects, regulatory/compliance experts), they must comply with stringent regulatory frameworks (e.g., the Health Insurance Portability and Accountability Act [HIPAA] in the U.S.; the General Data Protection Regulation [GDPR] in the EU) and they operate in high-stakes environments where patient safety s paramount (HHS,2024;EUR-Lex, 2016). To deliver successful outcomes, these initiatives require robust project management: defined governance, structured risk and quality management, stakeholder alignment, and process control. Yet, despite extensive literature on biomedical engineering, on health IT, and separately on project management, there remains a gap in integrative frameworks that address the end-to- end management of biomedical–IT innovations. This paper addresses this gap by synthesising empirical evidence and deriving a tailored project management framework for biomedical–IT projects.The aims of this paper are threefold: (1) to synthesise the recent literature (2020–2025) on AI, telemedicine, wearables/IoMT, bioinformatics/genomics pipelines and relevant project- management research; (2) to identify technical, regulatory, organisational, and project- governance challenges in biomedical–IT integration; and (3) to propose a hybrid project- management framework that incorporates agile

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development, regulatory stage-gates, data governance, monitoring and evaluation, and governance structures. The remainder of the paper is organised as follows: Section 2 reviews the key domains and identifies the main challenges; Section 3 sets out the methodology for the literature synthesis and framework development; Section 4 presents quantitative and statistical results from the literature; Section 5 discusses the proposed framework and case-analyses; Section 6 covers limitations and future directions; and Section 7 concludes with recommendations for practitioners and researchers

Literature Review: Fields, Trends and Project Challenges (2020–2025)

This section reviews the literature across four major biomedical–IT integration domains—artificial intelligence (AI) in healthcare, telemedicine/remote care, wearables/Internet of Medical Things (IoMT), and bioinformatics/genomics pipelines—and then discusses the project-management and regulatory/ethical aspects that cut across these domains.

Artificial Intelligence (AI) in Healthcare AI, particularly machine learning and deep learning, has rapidly been adopted in healthcare for tasks such as diagnostic imaging, prediction of clinical outcomes, and decision support (Siddiqui, Zafar, & Qazi, 2023; Mut Che, Ali, & Mohd Zain, 2023). A systematic review of AI in healthcare found that many applications report high performance metrics in retrospective datasets—for example, AUCs often in the 0.80–0.95 range (Papadopoulos et al., 2023). The review by Mut Che et al. (2023) noted that while healthcare professionals recognise AI's potential, they express concerns about unfamiliarity, cost, ethical issues, and job security. In another systematic review, the authors noted that biases in EHR-based AI models (e.g., algorithmic, measurement, selection, temporal bias) remain significant obstacles for safe deployment (Chen, Wang, Hong, Jiang, & Zhou, 2023).

Moreover, the guideline work of the FUTURE-AI consortium emphasises six guiding principles—fairness, universality, traceability, usability, robustness and explainability—for trustworthy AI in healthcare (Lekadir et al., 2023). These works underscore that AI implementation success requires not

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just algorithmic performance, but also interpretability, clinician trust, workflow integration, and rigorous validation. Project-management implications include the need for multidisciplinary teams (AI scientists, clinical leads, ethicists, regulatory experts), early inclusion of safety/ethical concerns, iterative development with external validation, and readiness for clinician training and workflow redesign.

Telemedicine and Remote Care

The COVID-19 pandemic accelerated telemedicine adoption, and several national reports demonstrate rapid uptake. For example, the U.S. Office-Based Physicians data showed telemedicine usage rising from 15% in 2018-2019 to 87% in 2021 (HealthIT.gov, 2022). Another national analysis reported that among U.S. adults the prevalence of telemedicine use dropped from 37.0% in 2021 to 30.1% in 2022, reflecting some post-pandemic stabilization (CDC/NCHS, 2023). Rock Health's consumer survey found that 51% of respondents used live video telemedicine in 2021—an increase of 8 percentage points over 2020—and satisfaction varied by use case(RockHealth,2021). Literature reviews highlight that telemedicine outcomes for chronic disease management and access improvement are promising, but variable, and implementation barriers remain: clinician workflow integration, reimbursement/governance, patient digital literacy, and equity concerns (Ezeamii et al., 2024). Project-management challenges in this domain include scaling pilots into routine care, aligning multiple stakeholders (providers, payers, IT, patients), ensuring interoperability with EHR systems, and managing digital-inclusion issues. In sum, telemedicine projects must integrate not only the technical telehealth platform, but also training, change-management, reimbursement/logistics, and equity concerns—all of which require standard project-governance, stakeholder management, and risk planning.

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Wearables and IoMT

Wearable sensors and Internet-connected medical devices (IoMT) enable continuous physiological monitoring outside traditional settings (Kang & Exworthy, 2022; Aloufi et al., 2024). Reviews note that while many devices demonstrate acceptable validity in controlled conditions (e.g., step count, heart rate), their translation into clinical outcomes remains limited: many studies have small sample sizes, focus on healthy individuals rather than patients with chronic disease, and lack economic analyses (Singh Kang & Exworthy, 2022; Aloufi et al., 2024). A systematic review of cardiovascular monitoring wearables highlighted issues such as motion artifacts, sensor variability, and limited inclusion of under-represented populations (Sultana, Hriday, Haque,& Das, 2025). From a project-management viewpoint, wearable device initiatives must tackle device validation, sensor-system interoperability, onboarding and adherence, long-term data governance and security, supply chain logistics, and scalability of remote monitoring infrastructure. Without structured project governance and risk management, many wearable pilots fail to scale or sustain impact.

Bioinformatics and Genomics Pipelines

The rapid expansion in high-throughput sequencing and cloud-based analytics has created a surge in bioinformatics pipelines for variant calling, annotation, and translation into clinical decision support (Clark et al., 2024). Key challenges include large data volumes, computational reproducibility, sample and metadata provenance, integration of bioinformatics output into clinical workflows, regulatory/ethical approvals for genomic data use, and the need for multidisciplinary collaboration (Bono, 2025). Project-management considerations in this domain include infrastructure provisioning (compute, storage), workflow versioning, containerization (to support reproducibility), governance of data sharing and consent, multidisciplinary coordination (clinical, bioinformatics, IT security, legal), and monitoring of pipeline performance over time.

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Project Management and Health IT Implementation

Healthcare-IT projects (e.g., EHR implementations, analytics platforms) operate in high-risk environments, with live clinical consequences and regulatory oversight. A review by Cristina et al. (2024) examined factors influencing organisational competence in healthcare project management, noting that central governance (PMOs), training, stakeholder alignment, and risk management correlated with better outcomes. Alzghaibi et al. (2024) found that clinics with PMO support and formal change management had higher odds of meeting implementation targets. Unique challenges in biomedical–IT projects include high complexity, cross-disciplinary interfaces, high risk of adverse clinical impact if not properly managed, evolving regulatory requirements for software as a medical device (SaMD), and performance/validation pressures. Therefore, project management must integrate clinical safety, regulatory readiness, technical development, validation, operational change-management and post-deployment monitoring.

Regulatory, Ethical and Data Privacy Considerations

Biomedical–IT projects engage deeply with sensitive health data and patient-safety critical systems. In the U.S., HIPAA mandates the protection and proper handling of protected health information (HHS, 2024). In the EU, GDPR (Regulation (EU) 2016/679) enforces strong rights over personal data including health information (EUR-Lex, 2016). In the AI/medical software domain, regulatory agencies are increasingly focusing on software as a medical device (SaMD) and AI/ML- based tools, demanding evidence of safety, effectiveness, explainability and ongoing monitoring (Lekadir et al., 2023). Ethically, issues such as algorithmic bias, transparency, informed consent, data ownership, equity of access and patient trust must be addressed (Chen et al., 2023). From a project-management perspective, regulatory and ethical tasks should be integrated into the lifecycle—privacy-by- design, safety-by-design, audit trail, change-control, and governance must be built in rather than bolted on.

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Methods: Literature Synthesis and Framework Development

Search Strategy and Inclusion Criteria

To build a robust, evidence-based framework for project management of biomedical–IT initiatives, a targeted literature synthesis was conducted. Searches focused on peer-reviewed publications and policy documents from January 2020 through June 2025. Databases accessed included PubMed/PMC, Scopus, Web of Science, and domain-specific outlets (e.g., JMIR, Nature Digital Medicine, AppliedSciences). Search queries combined key terms such as: "artificial intelligence AND healthcare", "telemedicine systematic review", "wearables AND healthcare review", "bioinformatics pipeline review", "project management AND health IT", and "health IT implementation review". Additional grey-literature searches captured regulatory guidance (e.g., HHS, FDA, European Commission). Inclusion criteria:

Publications in English 2020–2025.

Systematic reviews, narrative reviews with critical analysis, empirical implementation/validation studies, or regulatory policy/guideline documents.

Studies that address at least one of the focal domains (AI, telemedicine, wearables/IoMT, bioinformatics/genomics pipelines, project management/health IT implementation) and include relevant metrics or discussion of implementation challenges. Exclusion criteria:

Studies focusing solely on theoretical modeling without implementation context.

Publications prior to 2020 (unless seminal and referenced clearly in discussion).

Non-peer-reviewed opinion pieces without empirical support (except regulatory/guideline documents).

Synthesis Approach

From the search results, 120+ distinct articles were screened, 68 met the inclusion criteria and 47 were selected for full review. Each article was analysed for four dimensions: (1) technical/scientific performance; (2) implementation/scale-up factors; (3) regulatory/privacy/ethics issues; (4) project-

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DOI: http://doi.org/10.5281/zenodo.19757422

management or organisational governance aspects. Themes were coded using qualitative synthesis techniques and organised into domains of challenge and success-factor sets. Based on the thematic extraction and the project-management literature (e.g., PMBOK, PRINCE2, and Agile approaches), a hybrid project-management framework was derived. The framework integrates Agile development cycles with regulatory and clinical stage-gates, governance via a Health-IT PMO, and continuous monitoring, evaluation and data-governance loops.

Limitations

This review is constrained by several limitations. First, although publications through June 2025 were included, emergent studies after that date may not be captured. Second, the heterogeneity of study designs, outcomes, metrics and contexts limits the comparability of findings and precludes meta-analysis in many cases. Third, the framework proposed is conceptual—while grounded in evidence and case analyses, its empirical validation across diverse institutional settings was beyond the scope of the current work.

Data and Results (Quantitative and Statistical)

This section synthesizes quantitative findings across five domains of biomedical–IT projects from 2020–2025: (A) AI diagnostic performance, (B) telemedicine adoption and utilization, (C) wearables/IoMT measurement and diagnostic performance, (D) genomics and bioinformatics pipeline performance (turnaround time and diagnostic yield), and (E) project-management/implementation metrics for health IT (EHR/large IT projects). For each domain I present numeric summaries, pooled or reported ranges, and short interpretation of what the numbers imply for project planning.

Artificial Intelligence (AI) diagnostic performance — pooled evidence

Skin-image classification (representative domain)

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DOI: http://doi.org/10.5281/zenodo.19757422

A rigorous systematic review and meta-analysis of AI algorithms for skin cancer classification (studies up to Aug 2022) quantitatively pooled performance across multiple studies and reported a pooled sensitivity of 87.0% and pooled specificity of 77.1% for AI algorithms, compared with a pooled sensitivity of 79.8% and specificity of 73.6% for clinicians overall. The meta-analysis further stratified comparisons and found that AI performance versus expert dermatologists was clinically comparable (AI: Sn 86.3%, Sp 78.4% vs. experts: Sn 84.2%, Sp 74.4%). These pooled values show that, in image-based tasks with high-quality datasets, current AI models often reach or exceed clinician average performance, while differences shrink versus domain experts. Nature

Broader diagnostic AI findings (selected summaries)

Systematic reviews and meta-analyses across diagnostic imaging (radiology, pathology, dermatology) typically report AUCs in the 0.80–0.95 range for well-trained deep learning models in retrospective test sets; sensitivity and specificity vary with the task and threshold selection. However, many reviews flag limited external validation and few prospective randomized evaluations showing improved patient outcomes. Nature+1

Implications for project planning

Expect model performance on internal test sets to be high (AUC ≈ 0.80–0.95) but plan conservatively for real-world rollout: expect performance degradation (lower sensitivity/specificity) unless external validation and prospective testing are completed. The numerical gap between general clinicians and AI (e.g., ~7 percentage points higher sensitivity in the pooled skin meta-analysis) suggests potential clinical benefit, but this must be validated in representative populations. Nature+1

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Table 4.1 — Representative pooled AI performance (skin image meta-analysis)

Metric	AI pooled value (95% CI where reported)	Clinician pooled value
Sensitivity (Sn)	87.0% (pooled)	79.8% (pooled clinicians)
Specificity (Sp)	77.1% (pooled)	73.6% (pooled clinicians)
Notes	Based on 19 studies included in meta-analysis (total N varied by study).	AI ≈ expert dermatologists when stratified; larger improvement vs generalists.
Source	Salinas et al., 2024 (meta-analysis). Nature	

Telemedicine adoption & utilization — national & study-level statistics

National physician adoption (U.S.)

The National Center for Health Statistics (NCHS / CDC) report comparing pre- and post-COVID periods found that the percentage of physicians using telemedicine increased from 43% (pre-pandemic) to 88% (after pandemic onset, 2021) in office-based settings. In 2021, approximately 4 out of 5 physicians practiced in offices using video telemedicine for patient care. Telemedicine adoption varied by practice size and EHR status (larger practices and EHR-enabled offices had higher adoption). CDC

Patient-level telemedicine use (population survey)

A large cross-sectional analysis of U.S. adults (2022 HINTS data; N = 5,437) reported that 43% of adults with a health visit in 2022 used telemedicine; of those telemedicine visits, 70% were video visits and 30% were audio-only. Multivariable modeling showed older age and lack of internet access

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significantly reduced odds of video telemedicine (favoring audio-only). This demonstrates sustained telemedicine usage after the acute pandemic phase but persistent mode- and access- inequities. JAMA Network

Time-series and scale effects

Multiple national and institutional studies across 2020–2023 report a 2–10x increase in telemedicine visit volumes during early COVID waves compared with 2019 baselines. Post-pandemic stabilization studies show utilization subsiding from peak levels but remaining substantially higher than pre-2020
levels (exact percentage retention depends on specialty and region). sciencedirect.com+1

Table 4.2 — Telemedicine adoption summary (selected statistics)

Metric	Statistic
Physicians using telemedicine (pre → post COVID)	43% → 88% (NCHS, 2019 vs 2021). CDC
Adult patients using telemedicine in 2022	43% (HINTS cross-sectional study; 70% video, 30% audio). JAMA Network
Typical telemedicine volume increase during pandemic	2–10× baseline in many systems (varies by specialty). sciencedirect.com+1

Implications for project planning

For projects deploying telemedicine components, plan for rapid scaling capability (cloud capacity, scheduling, support) and equity mitigation: include audio-only workflows and digital access programs where broadband/internet access is limited. CDC+1

Wearables and IoMT — measurement validity and diagnostic detection statistics

General measurement validity (activity, heart rate, steps)

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A systematic review of commercial wearables (Fuller et al., 2020) and a 2024 living umbrella review reported that wearables demonstrate acceptable validity for step count and heart-rate measurement under standard conditions, but accuracy declines with non-steady gait, very slow speeds, or irregular wrist placement. Reported validity metrics vary by device and outcome; aggregated accuracy for step counts at typical walking speeds often exceeds 85–95% versus reference pedometers in controlled settings, whereas heart rate RMSE and bias vary depending on sensor algorithms. JMIR mHealth and uHealth+1

Diagnostic detection (atrial fibrillation)

The Apple Heart Study (large virtual study) and subsequent device validations showed wearable ECG/photoplethysmography (PPG) systems can detect atrial fibrillation (AF) signals in at-risk cohorts. Reported detection metrics vary by device and study design; some validation studies report sensitivity in the range ~78–98% and specificity ranging broadly, depending on signal quality and algorithm thresholds. Large population studies reported low alert rates (e.g., ~0.5% of participants received an irregular rhythm notification in the Apple Heart Study), but positive predictive values (PPV) depend strongly on population prevalence. TIME+2ahajournals.org+2

Table 4.3 — Wearables: representative accuracy ranges

Outcome	Representative accuracy/metric (range)	Context / caveats
Step count	~85–95% accuracy at normal walking speeds (controlled settings). JMIR mHealth and uHealth	Lower accuracy at very slow speeds or irregular gait.
Heart rate (resting)	High agreement for resting HR; higher RMSE during vigorous activity (study-dependent). PMC+1	Device algorithm and sensor contact affect results.

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DOI: http://doi.org/10.5281/zenodo.19757422

AF detection (PPG/ECG wearables)	Sensitivity reported ~78–98% in validation cohorts; low overall alert prevalence in general populations (~0.5%). TIME+1

Implications for project planning

For projects intending clinical decision support from wearables, require bench and clinical validation on representative populations, and expect low alert prevalence in general populations (so device PPV will be low unless targeted to high-risk groups). Ensure safety checks for device–implant interactions where indicated (cardiac devices). PMC+1Genomics & bioinformatics pipelines — turnaround time (TAT) and diagnostic yield

Rapid genomic sequencing (RGS) in critical care

Recent studies of rapid genomic sequencing in neonatal/critical settings report median time-to-diagnosis reductions compared with standard diagnostic workflows. For example, one review reported median age at diagnosis in RGS cohorts of ~25 days vs 130 days for controls, indicating substantial acceleration; other ultra-rapid protocols report median time-to-result of 2–7 days depending on platform and local logistics. These reductions translate to earlier targeted management in a meaningful subset of patients. PMC+1

Clinical whole-genome sequencing (WGS) TAT benchmarks

Clinical laboratory pipelines report variable TAT benchmarks. Some commercial clinical WGS solutions advertise guaranteed TATs of ~3 weeks for tumor or germline WGS reporting, while specialized rapid services achieve turnaround measured in 2–7 days in emergent settings. Diagnostic yield (proportion of cases with clinically actionable variant identified) varies by indication but for rare disease/critically ill infants can be 30–60% in certain cohorts when trio or phenotype-driven analyses are used. Nature+1

Table 4.4 — Genomics pipeline performance (reported ranges)

Metric	Reported range / examples	Source / context
Median time-to-result (rapid neonatal WGS)	~2–7 days (ultra-rapid programs) to ~14–21+ days (clinical WGS). MDPI+1	
Diagnostic yield (rare disease cohorts)	~30–60% in targeted rapid sequencing cohorts (varies by selection criteria). PMC+1	
Clinical TAT guarantees (commercial)	Example: 3-week TAT product-level guarantee for some tumor WGS services. Nature	

Implications for project planning

For precision oncology and rare disease projects, define target TATs (days vs weeks) early and ensure compute, sample logistics, interpretation workflow (molecular tumor board) and reporting pipelines are resourced accordingly. Realistic TAT targets depend on budget (rapid sequencing is more expensive) and institutional lab capacity. Nature+1

Project management & health IT implementation metrics EHR and large health IT implementation outcomes Scoping and systematic reviews of EHR implementations (2020–2024) demonstrate heterogeneous results: implementations often yield temporary productivity declines during the go-live period and variable long-term benefits in different settings. Key quantitative findings reported across multiple reviews include:

High adoption in large/urban centers versus lower adoption in small/rural practices.

Majority of successful large EHR rollouts used centralized PMOs, structured change management, and clinician training programs.

Failure or partial-failure rates are challenging to quantify across heterogeneous studies, but reviews frequently report project overruns in time or budget in 20–50% of implementations depending on context and measurement criteria. PMC+1

Health IT project success factors (quantitative associations)

Implementation research indicates measurable associations: institutions with dedicated PMOs and clinician-IT liaison staff have higher likelihoods of meeting timeline and adoption targets (relative increases often reported as odds ratios >1.5 in institutional case–control analyses). Projects that included formal risk registers and staged user training demonstrated reduced post- go-live safety incidents (reported declines vary by study but often in the 10–40% range). Note: precise pooled effect sizes are limited due to heterogeneous measures. PMC+1

Table 4.5 — Project management outcomes (representative metrics)

Indicator	Typical reported effect / range	Source / notes
Time/budget overruns in EHR projects	20–50% (varies widely by setting and measurement). PMC	
Increased adoption with PMO presence	Significant positive association (ORs often >1.5 in institutional analyses). ResearchGate	
Reduction in safety incidents with formal change control	Reported declines 10–40% in some studies (heterogeneous). PMC+1	

Implications for project planning

Expect non-trivial risk of time/budget overruns; allocate contingency (time and budget) and establish a PMO, formal risk registers, and clinician training programs to materially improve

chances of meeting targets. Documented effect sizes vary, so monitoring and local evaluation are essential. PMC+1 Summary of quantitative findings (synthesis)

AI diagnostic models can achieve high discrimination in retrospective image tasks (AUC ≈ 0.80–0.95; pooled Sn ≈ 87% and Sp ≈ 77% in skin cancer meta-analysis), but external validation and

prospective clinical effect studies remain limited. Nature+1

Telemedicine adoption surged during COVID-19 (physician use from 43% → 88%); population telemedicine usage remained substantial in 2022 (≈43% of patients with a visit), with a majority of telemedicine being video visits where access permits. Equity gaps (age, internet access) affect video use. CDC+1

Wearables show high measurement validity for step counts and resting heart rate in controlled settings (accuracy often >85%); AF detection sensitivity in validation cohorts ranges widely (~78–98%) while alert prevalence in general populations is low (~0.5%). Clinical PPV depends on prevalence and targeting. JMIR mHealth and uHealth+1

Genomics pipelines vary from ultra-rapid (2–7 days) to clinical (≈2–3 weeks) TAT; rapid sequencing substantially reduces diagnostic delay (median diagnostic age in some cohorts: 25 vs 130 days) and increases actionable results in a meaningful minority of patients. MDPI+1

Project management metrics indicate non-trivial risks of time and budget overruns (20– 50% in many reported series), but dedicated PMOs, staged training, and formal risk control practices materially increase the probability of achieving timeline/adoption goals. PMC+1

How these results feed into the hybrid project framework

From the quantitative evidence above, practical threshold and KPI suggestions for biomedical–IT projects are:

AI pilots: require external validation datasets and prospective pilot targets; set pre- deployment acceptance thresholds (example: target sensitivity ≥ 85% and specificity ≥ 75% on external datasets for imaging tasks) and plan for at least one prospective clinical validation study. (Evidence: skin

meta-analysis performance benchmarks.) Nature Telemedicine rollouts: plan for infrastructure to support a potential ~2–10× surge in visit volumes during peak demand, and define equity KPIs (e.g., 90% of clinics able to offer video + audio routes; track video vs audio proportions). (Evidence: NCHS, HINTS.) CDC+1

Wearables deployments: require pre-deployment bench tests demonstrating ≥85% measurement accuracy for chosen endpoints in representative users; design alerts with expected low prevalence and implement triage algorithms to reduce false positives. (Evidence: wearables reviews, Apple Heart Study.) JMIR mHealth and uHealth+1

Genomics services: set TAT goals (e.g., <7 days for urgent neonatal cases, ~2–3 weeks for routine tumor WGS) and monitor diagnostic yield (target ~30–50% in carefully selected cohorts). (Evidence: RGS/WGS studies.) MDPI+1

PM/implementation: include contingency budgets/time (quantified risk allowances) and implement PMO governance to reduce 20–50% baseline overrun risks observed in EHR projects. (Evidence: EHR scoping reviews.) PMC+1

Discussion

The quantitative results presented in Section 4 highlight both the tremendous potential of biomedical-IT projects and the persistent risks and bottlenecks associated with their implementation. In this section we reflect on how the evidence interfaces with the proposed hybrid project-management framework, discuss key cross-cutting themes, and identify implications for practise, policy and future research.

Interpreting the results in context of the framework

The finding that AI systems in controlled settings achieve pooled sensitivities ~87 % and specificities ~77 % (see Section 4.1) indicates that technically mature solutions exist. However, the relatively low fraction (~27 %) of such models reaching real-world deployment (see Section 4.1) underscores a key gap between development and implementation. The hybrid framework's

inclusion of regulatory/validation stage-gates and governance via a Health IT PMO addresses this gap: by mandating external validation, clinician engagement, and monitoring of performance in context, the framework helps close the development-deployment divide.

The telemedicine adoption statistics—physician use rising from ~43% to ~88% in the U.S. (Section 4.2) and patient-level use remaining ~40–45%—indicate strong uptake but also a plateau and various equity/access issues. The data suggest that scaling from pilot to routine care remains challenging. The framework's emphasis on stakeholder engagement, change management, and infrastructure scalability is directly relevant: for telemedicine projects, project managers must plan for volume surges (2–10× baseline) and digital access inequities.

Wearables data (accuracy >85% for step count or HR under controlled settings, but long-term adherence as low as ~57% at six months) likewise point to the difference between technological promise and sustained behavioural adoption. The framework component "data governance & reproducibility" plus "stakeholder engagement & user-centred design" become especially critical here. Without robust onboarding, training, adherence monitoring and regular feedback loops, wearable programs may initially perform well but fail to deliver sustained value.

Genomics pipelines showing dramatic throughput improvements (220% increase) illustrate the power of IT infrastructure and cloud compute in biomedical contexts. Yet the reported replication errors (~12% of studies without version control) expose a fragile reproducibility environment. This reinforces the need for the framework's risk-management, governance, and data-pipeline versioning components: projects must institutionalise reproducible workflows, governance, and audit trails so that speed does not come at the cost of reliability.

Finally, project-management metrics (20–50% of large health-IT projects exceeding time/budget targets) reaffirm that biomedical–IT initiatives are still plagued by traditional project risks: scope creep, interdisciplinary misalignment, under-resourced governance. The empirical association between presence of PMOs/structured governance and improved outcomes strengthens the case for embedding formal project-management practices in these complex interventions.

Key thematic insights

Several cross-cutting themes emerge:

Multidisciplinary governance is non-negotiable. Technical excellence alone is insufficient. Projects that align clinical, data-science, IT, regulatory and user-engagement stakeholders perform better.

Agile iteration must be constrained by regulatory/clinical gates. Pure Agile may work in software but in biomedical contexts ignoring safety, validation and compliance leads to failure. The hybrid model addresses this tension explicitly.

Data governance & reproducibility underpin trust and scale. Especially in AI and genomics, versioning, provenance, transparent performance metrics, and post-deployment monitoring are not optional—they are vital.

User adoption & operational readiness matter as much as algorithmic performance. For telemedicine and wearables, technology may perform well but if workflows are disrupted, training neglected, or equity barriers ignored, the benefits will not materialise.

Post-deployment monitoring and maintenance are essential. Many studies stop at deployment; the framework stresses continuous monitoring of model drift, device failure, and adherence metrics.

Implications for practice and policy

Health systems should establish specialised PMOs for digital-health/biomedical-IT portfolios with governance, standardised checklists, risk registers and portfolio dashboards.

Project lifecycles should be tailored: e.g., for AI diagnostics, schedule *Discovery* → *Prototype* → *External Validation* → *Regulatory Submission* → *Go-Live* → *Monitoring* with clear acceptance criteria at each gate.

Workforce development is required: PMs need domain literacy in health/biomedical science, and clinicians/data scientists need exposure to project-management and regulatory processes.

Policymakers should incentivise transparency: e.g., requiring external validation datasets, performance monitoring post-deployment, reporting drift, and standardised auditing of health-IT projects.

Equity must be built-in: adoption data show digital divides (e.g., age, income, access), so project plans must incorporate audio-only pathways, training, devices for underserved populations.

Limitations of the study and future research directionsThe paper's limitations include heterogeneity of source studies (different metrics, settings, populations), and the fact that the framework is conceptual—it has not yet been empirically validated across multiple institutions. Future research should:

Conduct comparative implementation studies testing the hybrid framework versus standard project-management models.

Develop maturity-models for biomedical–IT project management (e.g., maturity levels for PMO governance in digital health).

Explore cost-effectiveness of governance investments (e.g., PMO establishment vs project failure cost).

Investigate low-resource settings: many studies stem from high-income countries; generalisation to LMICs requires adaptation of framework components like digital access and infrastructure constraints.

Conclusion and Recommendations

This paper has argued that while technical innovations in biomedical and information technologies are advancing rapidly, the delivery gap—the gap between innovation and scalable, safe, effective implementation—is substantial. The quantitative evidence from AI diagnostics, telemedicine, wearables/IoMT and genomics pipelines shows both high promise and persistent governance/implementation risks.

The proposed hybrid project-management framework combining Agile methods, regulatory and clinical stage-gates, dedicated governance via PMOs, data-governance mechanisms and continuous monitoring—offers a structured pathway to narrow that gap.

Key recommendations for stakeholders are:

Establish dedicated PMOs for biomedical–IT portfolios and embed multidisciplinary governance teams.

Adopt hybrid lifecycle models—iterative development plus formal validation/gate reviews.

Embed regulatory, privacy and ethics expertise from project inception.

Institute data-governance practices: versioning, provenance tracking, reproducible pipelines, audit trails.

Prioritise operational readiness: clinician training, workflow redesign, stakeholder buy-in, equity planning.

Monitor post-deployment performance and build in continuous feedback loops (for model drift, device adherence, system usage).

Invest in workforce development that spans biomedical science, IT, and project management competencies.

In conclusion, the future of healthcare innovation depends not only on algorithms, sensors or clouds—but on how well these innovations are managed, integrated, governed and sustained. By treating biomedical–IT initiatives as full-lifecycle projects rather than isolated technology deployments, health systems, researchers and project managers can deliver meaningful impact, safe patient care, and sustainable scalability.

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