



Curriculum Development
Centers Program

Awardee of The Office of the National Coordinator for
Health Information Technology

Component 18: Planning, Management and Leadership for Health IT

Instructor Manual

Version 3.0/Spring 2012

Notes to Instructors

This Instructor Manual is a resource for instructors using this component. Each component is broken down into units, which include the following elements:

- Learning objectives
- Suggested student readings, texts, reference links to supplement the narrated PowerPoint slides
- Lectures (voiceover PowerPoint in Flash format); PowerPoint slides (Microsoft PowerPoint format), lecture transcripts (Microsoft Word format); and audio files (MP3 format) for each lecture
- Self-assessment questions reflecting Unit Objectives with answer keys and/or expected outcomes
- Application Activities (e.g., discussion questions, assignments, projects) with instructor guidelines, answer keys and/or expected outcomes

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Likewise, the above also applies to the Curriculum Development Centers (including Columbia University, Duke University, Johns Hopkins University, Oregon Health & Science University, University of Alabama at Birmingham, and their affiliated entities).

Component Overview

This component targets those preparing for leadership roles, principles of leadership and effective management of teams. Emphasis on the leadership modes and styles best suited to IT deployment.

Component Objectives

At the completion of this component, the student will be able to:

- Explain leadership traits and theories
- Recognize leadership's role in IT and EHR project success and project failure
- Describe importance of effective leadership of teams
- Demonstrate team leadership competencies.

Narrators

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Author Biography

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Stephen J. O'Connor, PhD, FACHE, is a Professor in the Department of Health Services Administration at the University of Alabama at Birmingham (UAB). He received his B.S. (microbiology) and M.P.A. (health systems planning) degrees from Indiana University, his M.B.A. degree (health services management) from the University of Dallas, and his Ph.D. (administration—health services) from UAB. Dr. O'Connor has been a Visiting Professor in the Master of International Health Management, Economics, and Policy program at Bocconi University in Milan, Italy. He has also served on the governing bodies of numerous health care organizations. Dr. O'Connor is the editor of the Journal of Healthcare Management (the official journal of the American College of Healthcare Executives), has served on the editorial advisory board of Health Care Management Review, and is a past-chair of the Health Care Management Division of the Academy of Management. He is co-editor, with Dr. Robert Hernandez, of the text, Strategic Human Resources Management in Health Services Organizations, third edition. Dr. O'Connor is board certified in healthcare management as a Fellow in the American College of Healthcare Executives.

Pamela Paustian, PhD, RHIA, is an Assistant Professor and Program Director for the Bachelor of Science in Health Care Management (BSHCM) Program in the Department of Health Services Administration, School of Health Professions of the University of Alabama at Birmingham (UAB). Dr. Paustian holds a PhD in Educational Leadership and Strategy with a concentration in Public Health, a MS in Management, a BS in Business Administration with a concentration in Computer Information Systems, a BS in Health Information Management, and she is a Registered Health Information Administrator (RHIA). Dr. Paustian has thirteen years of experience in information systems as a distant education director, project manager, corporate trainer and information technology instructor. She currently teaches Leadership, Organizational

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Sonya D. Beard, MEd, RHIA, has been a member of the faculty of the Health Information Technology (HIT) Program at Itawamba Community College for ten years. She earned a B.S. degree in health information administration from the University of Mississippi, Medical Center Campus, where she also served as Assistant Professor of the Health Informatics and Information Management Program. Mrs. Beard obtained a M.S. degree in Education with an emphasis on Workforce Leadership from Mississippi State University. Over the past five years, her concentration has been in the area of e-learning, serving as Instructor of distance education courses for the Health IT Program, and Evaluator/Developer, and Professor of online course content for DeVry University. Prior to becoming an Educator, Mrs. Beard served as the Director of Health Information Services in the acute care and long-term care settings. She is an active member of the American Health Information Management Association and the Mississippi Association of Health Information Management.

Meg Bruck, MSHI, is employed part-time in the Department of Health Services Administration at the University of Alabama at Birmingham. She provides management and review services on the HIT Curriculum Development Center project. She is a graduate of Hunter College of the City University of New York with a Master's degree in Health Informatics from UAB. She has taught several components of the HIT Curriculum at Santa Fe College in Gainesville, FL.

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Carol D. McKelvey, MA, RHIA, has been a member of the faculty of the Health Information Technology (HIT) Program at Wallace State Community College since 1993. She earned a B.S. degree in health information administration from the University of Alabama at Birmingham and an M.A. degree in health science from the University of Alabama. Over the past eight years, her concentration has been in the area of e-learning, serving as developer and instructor of distance education classes for the HIT Program, and evaluator of online course content and quality for Wallace State. Prior to becoming an educator, Ms. McKelvey served as the Director of Health Information Services in general acute care and rehabilitation settings. She is an active member of the American Health Information Management Association and the Alabama Association of Health Information Management.

Donna S. Stanley, EdS, RHIA, CCS, is Director of the Health Information Technology (HIT) Associate Degree Program in the Health Division of Wallace State Community College in Hanceville, Alabama. She has been Program Director and Instructor in the HIT program since 1992, teaching both on campus and online courses. Mrs. Stanley is currently the Past-President of the Alabama Association of Health Information Management (AAHIM). In 2011 she became an AHIMA Approved ICD-10-CM/PCS Trainer.

Lorrinda Khan, MFA, is a Senior Instructional Design Specialist in the Department of Health Services Administration at the University of Alabama at Birmingham (UAB). She has a MFA and has worked as a senior textbook editor for professional publications at Davis Publications as well as an online instructor (Capella University, Southern New Hampshire University, Baker College). Her instructional design experiences include curriculum design and development for the Alabama Fire College and the University of South Florida College of Medicine. At UAB she provides support for online education for multiple graduate programs within the Department of Health Services Administration. She has extensive experience with course development and maintenance using a variety of online instructional technologies (Blackboard, WebCT, WebCT Vista, etc). She has also published guides for online instruction.

Dan L. Murphy, is an Instructional Design Manager in the School of Nursing. He has a BS in Corporate Training and Development and a prior Associate of Applied Science Degree (Instructor of Technology). He is currently studying for a Masters in Education in Instructional Technology. He has prior experience as a Technical Training Instructor and Technical Training Evaluator for the US Air Force. He has developed a Virtual Patient Simulator for which he has a patent pending. He currently provides instructional design support for a number of externally funded projects including “Distance-Based Education for International Study Coordinators”, “A Culturally Competent Online NNP Program”, “Psychiatric NP program for the Rural Deep South”, “Leadership Education in Child-Health Nursing (LECHN)”, “Culturally Competent Alabama Clinical Nurse Leaders Program”, and a “Distance Learning Culturally Competent ANP/GNP Program for rural and underserved populations.”

Michelle Robinson DMD, MA, is Associate Professor in General Dental Sciences and Associate Dean for Health Information and Business Systems at the UAB School of Dentistry. Her dental career has included private practice, teaching, consulting, outreach programs, and working with online learning and computer and communications technologies. In her current role, Dr. Robinson is completing her third clinical systems implementation and online curriculum for a professional school. Dr. Robinson is a graduate of the University of Medicine and Dentistry of New Jersey and has a master’s degree in medical informatics from Columbia University. She also has several certifications, including Special Patient Care, IT Project Management, and Online Education. Among several honors and awards, Dr. Robinson is the recipient of the 2002 “Most Promising Health Professional” award from the International Women of Color in Health, Science and Technology, and the 2007 Faculty Award for research from the National Dental Association.

Susan P. Bagwell, MA, received her Masters degree in Education from The University of Alabama at Birmingham in 2009. She is an alumna of the UAB Urban Teacher Enhancement Program. She has over six years of teaching experience and served as administrator and teacher at a summer learning program for urban school children.

Shannon Houser, PhD, MPH, RHIA, is an Associate Professor in the Department of Health Services Administration, School of Health

Professions of the University of Alabama at Birmingham (UAB). Dr. Houser serves as a member of the American Health Information Management Association (AHIMA)'s Education Strategy Committee and Research Committee; and the Healthcare Information and Management Systems Society (HIMSS)'s Electronic Health Record Usability Taskforce. She has served on the editorial review board and is currently a reviewer of the *Perspectives in Health Information Management* journal, and associate editor of the *International Journal of Privacy and Health Information Management*. Dr. Houser develops courses and teaches in the undergraduate and graduate Health Information Management Programs for both the traditional classroom courses and online/distance learning courses.

Component 18/Unit 1

Unit Title

Introduction to Leadership

Unit Description

This unit describes leadership styles and theories of leadership.

Unit Objectives

1. By the end of this unit the student will be able to:
2. Define leadership
3. Distinguish between leadership styles in the Blake and Mouton's Managerial Grid
4. Define and describe classic leadership theories

Describe characteristics of classic leaders

Unit Topics

- 1a.1 What is Leadership
- 1a.2 Leadership Values
- 1a.3 Employee and Production Centered Leaders
- 1a.4 Blake and Mouton's Managerial Grid
- 1b.1 Transformational Leadership
- 1b.2 Transactional Leadership
- 1b.3 Charismatic Leadership
- 1b.4 Visionary Leadership
- 1b.5 Servant Leadership

Lecture Titles

- 1a Definitions of Customers and Customer Service
- 1b Measurement Challenges in Customer Service

Unit References

(All links accessible as of 2/1/2012)

Lecture 1a

1. Bass BM, Bass R. The Bass handbook of leadership: theory, research, and managerial applications. 4th ed. New York: Free Press; 2008.
2. Borkowski N. Organizational behavior, theory, and design in health care. Sudbury, MA: Jones and Bartlett; 2009.

*Indicates this link is no longer functional.

Lecture 1a Charts, Tables, Figures and Images

1. Slides 11, 16, 17: Image adapted from Borkowski N. Organizational behavior, theory, and design in health care. Sudbury, MA: Jones and Bartlett; 2009.

Lecture 1b

1. Bass BM, Bass R. The Bass handbook of leadership: theory, research, and managerial applications. 4th ed. New York: Free Press; 2008.
2. Bass BM, Riggio RE. Transformational leadership. 2nd ed. New Jersey: Lawrence Erlbaum Associates; 2006.
3. Borkowski N. Organizational behavior, theory, and design in health care. Sudbury, MA: Jones and Bartlett; 2009.
4. Conger JA, Kanungo RN. Charismatic leadership in organizations. Thousand Oaks: Sage; 1999.

Lecture 1b Charts, Tables, Figures and Images

None.

Unit Required Readings

None.

Unit Suggested Readings

1. Bass BM, Bass R. The bass handbook of leadership: Theory, research, and managerial applications. New York (NY): Free Press Publishing; 2008, 4th Edition.
2. MindTools. Blake and mouton managerial grid: Balancing task and people oriented leadership. Available at: http://www.mindtools.com/pages/article/newLDR_73.htm
3. LearnOutLoud. www.learnoutloud.com. LearnOutLoud.com is a one-stop destination for audio and video learning. Browse over 20,000 educational audio books, MP3 downloads, podcasts, and videos. You may query a variety of leadership and management topics to expand on.
4. Becoming a servant leader. Do you have what it takes? Available from: www.ianrpubs.unl.edu/epublic/live/g1481/build/g1481.pdf

Student Application Activities

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comp18_unit1_self_assess_key.doc

Additional Materials

1. Changing Minds Website (www.changingminds.org). This site is the self-professed largest site in the world on all aspects of how we change what others think believe, feel and do. Contains 5000 pages, all of which are free. For a link on Followership, go to <http://changingminds.org/disciplines/leadership/followership/followership.htm>.
2. Ted – Ideas Worth Spreading (www.ted.com). A website that features free videos from some of the leading global minds on technology, entertainment and design. Hundreds of videos are available. This video by Simon Sinek: How great leaders inspire action. Available from: http://www.ted.com/talks/lang/eng/simon_sinek_how_great_leaders_inspire_action.html
3. Google Tech Talks (www.youtube.com). In this video, Jerry Porras, Lane Professor of Organizational Behavior, Emeritus, at Stanford University discusses the concept of leadership of organizations. He is the co-author of the book Built to Last with James Collins. Available from: <http://www.youtube.com/user/GoogleTechTalks#p/search/13/yKfEX8WNf8>

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Component 18/Unit 2

Unit Title

The Management and Leadership Distinction

Unit Description

This unit describes the management and leadership distinction.

Unit Objectives

1. By the end of this unit the student will be able to:
2. Compare and contrast concepts of leadership and management
3. Describe the concept and importance of developing followership
4. Discuss challenges of leading in a hybrid HIT organization
5. Define and discuss the Project Management Institute's (PMI) three types of organizations

Discuss pros and cons of temporary leadership

Unit Topics

- 2a.1 The management and leadership distinction
- 2a.2 Leaders and followers
- 2a.3 Leader and follower collaboration
- 2b.1 Leadership challenges in the HIT environment
- 2b.2 PMI Organization types
- 2b.3 Leading in a hybrid organization

2b.4 Temporary Leadership

Lecture Titles

2a Leaders and Followers

2b Temporary Leadership

Unit References

(All links accessible as of 2/1/2012)

Lecture 2a

1. Kotter JP. What leaders really do. Harv Bus Rev. 1990;68(3):104.
2. Grayson D, Speckhart R. The leader-follower relationship: practitioner observations. Leadership Advance Online; 2006;(6).

*Indicates this link is no longer functional.

Available from: http://www.regent.edu/acad/global/publications/lao/issue_6/pdf/grayson_speckhart.pdf

3. Tu JV, Donovan LR, Lee DS, Wang JT, Austin PC, Alter DA, Ko DT. Effectiveness of Public Report Cards for Improving the Quality of Cardiac Care: The EFFECT Study: A Randomized Trial. JAMA. 2009;302(21):2330-37.

Lecture 2a Charts, Tables, and Figures

None.

Lecture 2a Images

Slide 3, 4, 7, 8, 10: Microsoft clip art. Used with permission from Microsoft.

Lecture 2b

None.

Lecture 2b Charts, Tables, and Figures

None.

Lecture 2b Images

Slide 3, 9: Microsoft clip art. Used with permission from Microsoft.

Unit Required Readings

None.

Unit Suggested Readings

1. Kotter J. Leading Change. Boston (MA): Harvard Business School Press; 1996.
2. Changing Minds Website (www.changingminds.org). This site is the self-professed largest site in the world on all aspects of how we change what others think believe, feel and do. Contains 5000 pages, all of which are free. For a link on Followership, go to <http://changingminds.org/disciplines/leadership/followership/followership.htm>.

Student Application Activities

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comp18_unit2_self_assess.doc
comp18_unit2_self_assess_key.doc

Additional Materials

None.

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Component 18/Unit 3

Unit Title

Key Concepts Associated with Leadership

Unit Description

This unit describes key concepts associated with leadership, including creativity and emotional intelligence.

Unit Objectives

1. By the end of this unit the student will be able to:
2. Describe and discuss the role of authority in the HIT environment
3. Compare and contrast recognized vs. expert authority in context with the healthcare environment
4. Explain creativity's role in healthcare
5. Explain the importance of recognizing and managing the cross-cultural organization
6. Define emotional intelligence
7. List and describe the four competencies in social intelligence
8. Define motivation in the context of the current HIT environment
9. Distinguish between intrinsic and extrinsic motivation
10. Describe the role of motivation in group dynamics

Unit Topics

- 3a.1 Authority and leadership.
- 3a.2 Authority and leadership in a hospital setting.
- 3a.3 Authority and leadership in a physician practice.
- 3a.4 Creativity and leadership
- 3a.5 Cross cultural leadership
- 3b.1 Emotional intelligence
- 3b.2 Self awareness
- 3b.3 Social awareness
- 3b.4 Self-management
- 3b.5 Social skills
- 3c.1 Intrinsic and extrinsic motivation
- 3c.2 Motivation in healthcare and in context of meaningful use
- 3c.3 Group dynamics and motivation in meetings

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Lecture Titles

- 3a Authority, Creativity, and Cross Cultural Leadership
- 3b Emotional Intelligence
- 3c Motivation and Group Dynamics

Unit References

(All links accessible as of 2/1/2012)

Lecture 3a

None.

Lecture 3a Charts, Tables, and Figures

None.

Lecture 3a Images

Slide 2, 3, 4: Microsoft clip art. Used with permission from Microsoft.

Slide 10: White House Press Office. Available from: http://commons.wikimedia.org/wiki/File:John_F._Kennedy,_White_House_photo_portrait,_looking_up.jpg.

Slide 16: Available from: <http://commons.wikimedia.org/wiki/File:BenFranklinDuplessis.jpg>.

Slide 17: David Shankbone. CC by 3.0. Available from: <http://en.wikipedia.org/wiki/File:5.3.10RichardBransonByDavidShankbone.jpg>.

Lecture 3b

1. Brainy Quotes. Aldous Huxley quotes. Available from: http://www.brainyquote.com/quotes/authors/a/aldous_huxley.html
2. Covey S.
3. Goleman D. Leadership that gets results. Harv Bus Rev. 2000 Mar-Apr;78-90.
4. Goleman D. Social intelligence. Daniel Goleman Blog [Internet]. Available from: <http://danielgoleman.info/topics/social-intelligence/>
5. Mitchell M. Gone with the wind. New York: McMillan; 1936.
6. Ruderman MN, Hannum K, Leslie JB, Steed J. Making the connection: leadership skills and emotional intelligence. LIA. 2001 Nov/Dec;21(5):3-7.

Lecture 3b Charts, Tables, and Figures

None.

*Indicates this link is no longer functional.

Lecture 3b Images

Slide 5, 7: Microsoft clip art. Used with permission from Microsoft.

Lecture 3c

1. Katzenbach JR, Smith DK. The discipline of teams. Harvard Business Review. 1993 Mar-Apr;71(2):111-120.
2. Kurtzman J. An Interview with Warren Bennis. Strategy and Business [Internet]. 1997 Jul 1; 8: [about 2 p.] Available from: <http://www.strategy-business.com/article/18276?gko=ceef3>
3. Dan Pink on the surprising science of motivation. http://www.ted.com/talks/dan_pink_on_motivation.html.
Filmed July 2009. Posted August, 2009.

Lecture 3c Charts, Tables, and Figures

None.

Lecture 3c Images

Slide 3, 4, 6, 7, 8, 9, 10, 11, 12, 15: Microsoft clip art. Used with permission from Microsoft.

Unit Required Readings

None.

Unit Suggested Readings

1. Creativity and Innovation: The Leadership Dynamics. Emanuel Agbor. Available from: http://www.regent.edu/acad/global/publications/jsl/vol1iss1/JSL_Vol1iss1_Agbor.pdf
2. Mayer JD, Caruso D, Salovey P. Google book chapter: Emotional intelligence meets traditional standards for an intelligence. Reprinted from Intelligence, 1999; 27(4):267-298. With permission from Elsevier. Available from: http://www.booksgoogle.com/....*
3. Dattner B. Succeeding with Emotional Intelligence. Dattner Consulting, LLC. This presentation gives examples of famous leaders who used emotional intelligence skills to influence behavior or change models of thinking. Available from: <http://www.dattnerconsulting.com/presentations/ei.pdf>
4. Mindtools.com: Selected article: Dealing with Poor Performance, Is it Lack of Ability or Poor Motivation? Available from: http://www.mindtools.com/pages/article/newTMM_80.htm

*Indicates this link is no longer functional.

5. TED: Ideas Worth Sharing. www.ted.com. TED is a non-profit organization dedicated to ideas worth spreading. There are hundreds of videos from influential people on the topics of technology, entertainment and design. Selected video: Dan Pink on the Surprising Science of Motivation discusses what social scientists know about motivation and what managers are not listening to. Mr. Pink is a former presidential speech writer. Available from:
http://www.ted.com/talks/lang/eng/dan_pink_on_motivation.html

Student Application Activities

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Additional Materials

1. Daniel Goleman's website on Emotional Intelligence: www.danielgoleman.info. This website contains a blog by Daniel Goleman, video interviews from PBS, links to other sites, emotional intelligence assessment tool. Consortium of Research on Emotional Intelligence in Organizations. Available from:
<http://www.eiconsortium.org/index.htm>
2. Youtube Video:
Social Intelligence and Leadership – an interview with Daniel Goleman. He explains what social intelligence is and why it is important to leaders. (10 minutes, 15 seconds). Available from:
<http://www.youtube.com/watch?v=7Qv0o1oh9f4&feature=fvw>

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Component 18/Unit 4

Unit Title

Effective and Ineffective Leaders

Unit Description

This unit describes the traits of effective and ineffective leaders.

Unit Objectives

1. By the end of this unit the student will be able to:
2. Describe the common traits of effective leaders
3. Describe skills needed in order for HIT leaders to be effective
4. Describe the common traits of ineffective leaders
5. Distinguish between de-motivating and motivating leaders

Discuss ineffective leadership's role on stress in the work environment

Unit Topics

- 4a.1 Effective leaders
- 4a.2 Leadership challenges in the healthcare landscape
- 4a.3 The evolving role of healthcare IT leaders
- 4a.4 Traits of effective healthcare IT leaders
- 4a.5 Challenges of the new leader
- 4b.1 De-motivating and motivating leadership styles
- 4b.2 Ten traits and habits of ineffective leaders

Lecture Titles

- 4a Traits Associated with Ineffective Leaders
- 4b Traits Associated with Effective Leaders

Unit References

(All links accessible as of 2/1/2012)

Lecture 4a

1. McCarthy D. The top ten challenges of the new leader. Great Leadership Blog [Internet]. 2009 Apr 1 [April 1, 2009]. Available from: <http://www.greatleadershipbydan.com/2009/04/top-ten-challenges-of-new-leader.html>.
2. Wikipedia. The scorpion and the frog [Internet]. Available from: http://en.wikipedia.org/wiki/The_Scorpion_and_the_Frog.

*Indicates this link is no longer functional.

Lecture 4a Charts, Tables, and Figures

None.

Lecture 4a Images

Slide 8, 9: Microsoft clip art; Used with permission from Microsoft.

Lecture 4b

1. Goleman D, Boyatzis R. Social intelligence and the biology of leadership. HBR. 2008;86(9):74-81.
2. Heffernan M. Ten habits of incompetent managers. Fast Company [Internet]. 2007 Oct 23. Available from: <http://www.fastcompany.com/resources/talent/heffernan/10-signs-incompetent-managers-102307.html>

Lecture 4b Charts, Tables, Figures and Images

None.

Unit Required Readings

None.

Unit Suggested Readings

1. Ted – Ideas Worth Spreading (www.ted.com). A website that features free videos from some of the leading global minds on technology, entertainment and design. Hundreds of videos are available. This video by Simon Sinek: How great leaders inspire action. Available from: http://www.ted.com/talks/lang/eng/simon_sinek_how_great_leaders_inspire_action.html
2. Google Tech Talks (www.youtube.com). In this video, Jerry Porras, Lane Professor of Organizational Behavior, Emeritus, at Stanford University discusses the concept of leadership of organizations. He is the co-author of the book *Built to Last* with James Collins. Available from: http://www.youtube.com/user/GoogleTechTalks#/search/13/yK_fEX8WNf8
3. YouTube. www.youtube.com Selected video: Research and thought leaders Rob Goffee and Gareth Jones discuss the central idea of their book *Why Should Anyone Be Led by You?* They specifically discuss the need for leaders to be authentic in order for followers to continue to follow a leader(10 minutes, 15 seconds). Available from: <https://www.youtube.com/watch?v=npCokAAOmHs>

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4. Wikibooks article: Managing Groups and Teams/Poor Leadership.
Available electronically from: http://en.wikibooks.org/wiki/Managing_Groups_and_Teams/Poor_Leadership

Student Application Activities

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Additional Materials

None.

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Component 18/Unit 5

Unit Title

Overview of the IT Strategic Planning Process

Unit Description

This unit provides a high level of overview of the IT Strategic Planning Process.

Unit Objectives

1. By the end of this unit the student will be able to:
2. Describe the importance of an Information Technology Strategic Plan.
3. Describe a typical IT Planning scenario.
4. Describe the importance of prioritizing HIT goals.
5. List common pitfalls in prioritizing IT investments.
6. Recognize common IT governance structures.

Unit Topics

- 5a.1 What is an IT Plan?
- 5a.2 Why is IT alignment difficult?
- 5a.3 Aligning the IT Plan with Organizational Goals
- 5b.1 Existing IT projects vs. new EHR implementation
- 5b.2 IT Governance structures
- 5b.3 Best of breed vs. single system

Lecture Titles

- 5a Creating and IT Strategic Plan
- 5b Prioritizing IT Goals

Unit References

(All links accessible as of 2/1/2012)

Lecture 5a

1. Earl MJ. Experiences in strategic information systems planning. MIS Quarterly. 1993;17(1):1-24.
2. Hickman GT, Smaltz DH. The healthcare information technology planning field book: tactics, tools and templates for building your IT plan. Chicago: HIMSS; 2008:5.
3. Smaltz DH, Carpenter R. Governing proverbial black holes: IT governance case studies from two healthcare service delivery

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organizations. Paper presented at: National Symposium for Healthcare Executives; 2008 July 24; Sandestin, FL, USA.

Lecture 5a Charts, Tables, and Figures

None.

Lecture 5a Images

Slides 8, 9, 10, 11, 12, 13, 15, 16: Hickman GT and Smaltz DH. The Healthcare Information Technology Planning Fieldbook: Tactics, Tools and Templates for Building Your IT Plan. Chicago: HIMSS; 2008: Reprinted with permission.

Slide 14: Available from: HIMSS Fieldbook/HIMSS Publication. Used with permission. Smaltz DH, Carpenter R. Governing proverbial black holes.

Lecture 5b

1. Glaser J, Salzberg C. The Strategic application of information technology in healthcare organizations. New York: John Wiley and Sons; 2011
2. Smaltz DH, Carpenter R. Governing proverbial black holes: IT governance case studies from two healthcare service delivery organizations. Paper presented at: National Symposium for Healthcare Executives; 2008 July 24; Sandestin, FL, USA.

Lecture 5b Charts, Tables, and Figures

None.

Lecture 5b Images

Slide 5: Microsoft clip art. Used with permission from Microsoft.

Slide 9, 10: Available from: Presentation at H.S.A Symposium. Used with permission Source: Smaltz DH, Carpenter R. Governing proverbial black holes.

Unit Required Readings

None.

Unit Suggested Readings

1. Healthcare information technology planning without execution is futile. Available from: http://www.himss.org/asp/ContentRedirector.asp?ContentId=68582&type=HIMSSNewsItem*
2. "Mistakes: Strategic Planning Don'ts (and Dos) by Derek Slater. June 1, 2002. Available electronically from:

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http://www.cio.com/article/31106/Mistakes_Strategic_Planning_Don_ts_and_Dos

3. “An exploratory study of healthcare strategic planning in two metropolitan areas.” By James W. Begun and Amer A. Kaissi, *Journal of Healthcare Management*. July-August, 2005. Available electronically from:
http://www.entrepreneur.com/tradejournals/article/135077972_1.html
4. Lorenzi, N. and Riley, R. Managing Technological Change Organizational Aspects of Health Informatics, 2nd Edition. New York, NY. Springer
5. Glaser, John. The Strategic Application of Information Technology in Health Care Organizations, 2nd Edition. San Francisco. Jossey-Bass.
6. Prioritizing IT projects based on business strategy. Available from:
http://www.cio.com/article/22976/Prioritizing_IT_Projects_Based_on_Business_Strategy
7. Best of breed vs. integrated systems. Available from:
http://www.health-infosys-dir.com/select_0800.htm*
8. Employing a Strategic Approach to Implementing Meaningful Use Objectives. September 02, 2010 | Timothy Kelly. Available from:
<http://www.healthcareitnews.com/blog/employing-strategic-approach-implementing-meaningful-use-objectives>
9. “Emergency Situation: Best of breed, or enterprise integration?” by Elizabeth Gardner, *Health Data Management Magazine*, March 1, 2010. Available electronically from: http://www.healthdatamanagement.com/issues/18_3/emergency-situation-39831-1.html

Student Application Activities

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Additional Materials

Unit 5 additional materials are saved under comp18_unit5_additioanl_materials.doc.

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Component 18/Unit 6

Unit Title

Achieving External Alignment

Unit Description

This unit describes achieving external alignment among various stakeholders.

Unit Objectives

1. By the end of this unit the student will be able to:
2. Describe the importance of connecting with our external stakeholders

Describe a typical Health Information Exchange (HIE).

Unit Topics

- 6.1 Progress in the Healthcare IT landscape
- 6.2 State HIE Cooperative Program
- 6.3 Five domains for HIE success.
- 6.4 Implications of an HIE on internal systems

Lecture Titles

6 Achieving External Alignment

Unit References

(All links accessible as of 2/1/2012)

Lecture 6

None.

Lecture 6 Charts, Tables, and Figures

None.

Lecture 6 Images

Slide 2, 3, 4, 6: Microsoft clip art; Used with permission from Microsoft.

Unit Required Readings

None.

Unit Suggested Readings

1. How to partner with your CEO. Available from:
http://www.cio.com/article/30854/How_to_Partner_with_Your_CEO

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2. Top ten questions every CIO should be able to answer about their markets. Available from:
http://advice.cio.com/meridith_levinson/the_top_10_questions_every_cio_should_be_able_to_answer_about_their_markets
3. Smaltz H, Glaser J, Skinner R, Cunningham T. The CEO-CIO partnership: Harnessing the value of information technology in healthcare. Chicago (IL): HIMSS Publication; 2005.

Student Application Activities

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Additional Materials

1. Video Answers Website www.video.answers.com
This site contains videos that address some of the current problems with healthcare. The videos may be especially helpful to those with less healthcare experience that need a better understanding of current topics. The videos should be used to spark discussions on issues in healthcare and the associated IT implications. Featured videos include:
 - a) “The Breakdown of the American Health Care System” by Bill Novelli, CEO of the American Association of Retired Persons (AARP). In his discussion, he confirms what we all know: that the American Health Care system is indeed broke. Among some of his proposed solution include a specific mention of IT. (Length: 6:25). Available from:
<http://video.answers.com/the-breakdown-of-the-american-health-care-system-291037565>
 - b) “Should Healthcare be Overhauled?” by Nicholas LaRusso, Director, Center of Innovation Mayo Clinic. His video discusses the “Four Pillars Necessary to Transform Healthcare: creating value, coordinating care, restructuring payment system, providing universal access”. Provides examples of healthcare reform and the basis of discussion for some common problems in US Healthcare Delivery System. (Length: 3:17). Available from:
<http://video.answers.com/the-changes-needed-in-health-care-297292808>

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- c) “The Link Between Global Population and Healthcare” by Neil Schluger, professor at Columbia Univ. Medical Center and Columbia Mailman School of Public Health, talks about the global population and health care. (Length: 3:1 Available from:

<http://video.answers.com/the-link-between-global-population-and-health-care-297292200>

2. E-Health Initiatives Website (<http://www.ehealthinitiative.org>)

From their website: “The eHealth Initiative and the Foundation for eHealth Initiative are independent, nonpartisan, non-profit affiliated organizations whose missions are the same: to drive improvement in the quality, safety, and efficiency of healthcare through information and information technology.

Site contains surveys, PowerPoint presentations, reports on the state of the HIE industry and more documents.

3. The Digital Office E-Newsletter

This site/newsletter for ambulatory practices would be a good resource for any of the lectures in Component 18, Unit 3 for anyone who does not have a healthcare background, or who has some healthcare experience but has been primarily focused on the inpatient setting.

From its website: “The Digital Office connects medical practices, clinics and Community Health Centers with the latest information on Health Information technology and Electronic Medical Record’s. The Digital Office is a complimentary resource for HIMSS members, physicians, the media and anyone involved and interested in the transformation of today’s medical practice through healthcare IT.” Available from:

http://www.himss.org/ASP/topics_FocusDynamic.asp?faid=155*

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Component 18/Unit 7

(All materials for this unit are the same as those for Component 16/Unit 6)

Unit Title

Team and Small Group Communication

Unit Description

This unit describes Team and Small Group Communication.

Unit Objectives

1. By the end of this unit the student will be able to:
2. Explore the phenomena of teams in our culture and look at the popularity and necessity of teams in delivering quality healthcare services
3. Define a team as compared to a group
4. Identify the stages of team development
5. Identify the characteristics of successful teams and team members
6. Analyze team conflict and performance
7. Define what we mean by virtual teams

Explore the guidelines for building and leading successful teams

Unit Topics

- 7a.1 Lecture 1: Characteristics of Teams and Small Groups
- 7a.2 Learning objectives
- 7a.3 Teamwork is essential to healthcare
- 7a.4 Benefits of teams
- 7a.5 Distinguishing teams from groups
- 7a.6 Stages of team development
- 7a.7 Characteristics of successful teams
- 7a.8 Summary
- 7b.1 Lecture 2: Managing Teams
- 7b.2 Teams in healthcare
- 7b.3 Being a “team player”
- 7b.4 Team conflict and performance
- 7b.5 Virtual teams
- 7b.6 Team building and leadership
- 7b.7 Summary

Lecture Titles

7a Team and Small Group Communication

7b Managing Teams

*Indicates this link is no longer functional.

Unit References

(All links accessible as of 2/1/2012)

Lecture 7a

1. Beich E. The Pfeiffer book of successful team-building tools: Best of the annuals. San Francisco, CA:John Wiley & Sons, 2008, p.13-26.
2. Coutu D. Why teams don't work: an interview with Richard Hackman. Harvard Business Review. 2009 May 87(5):99-105.
3. Drew S, Coulson-Thomas C. Transformation through teamwork: The path to the new organization? Management Decision. 1996;34(1):7.
4. Ferlie EB, Shortell SM. Improving the quality of health care in the United Kingdom and the United States: a framework for change. Milbank Quarterly 2001;79(2):281-314.
5. Gordon J. A perspective on team building: Elaine Biech. Journal of the American Academy of Business. 2002 Sep;2(1):185-8.
6. Katzenbach JR, Smith DK. The discipline of teams. Harvard Business Review. 2005 July-August:162-71.
7. Health Services Research. 2007;7(17). Available from: <http://www.biomedcentral.com/1472-6963/7/17>
8. Wake-Dyster W. Designing teams that work. Australian Health Review. 2001;24(4):34-Leggat SG. Effective healthcare teams require effective team members: Defining team work competencies. BMC West et al. The link between the management of employees and patient mortality in acute care hospitals. Int J of Human Resources Management. 2002;13(8):1299-1310.
9. Wheelan SA. Creating effective teams: a guide for members and leaders. 2nd ed. Thousand Oaks (CA): Sage Publications; 2005, p. 25.-30

Lecture 7a Charts, Tables, and Figures

None.

Lecture 7a Images

Slide 3, 5, 7, 8, 9: Microsoft clip art. Used with permission from Microsoft.

Lecture 7b

1. Gordon J. A perspective on team building: Elaine Biech. Journal of the American Academy of Business. 2002 Sep;2(1):185-8.

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2. Janus IL. Victims of groupthink: a psychological study of foreign-policy decisions and fiascos. Oxford, England: Houghton Mifflin: 1972.
3. Katzenbach JR, Smith DK. The discipline of teams. Harvard Business Review. 2005 July-August:162-71.
4. Roebuck DB, Britt AC. Virtual teaming has come to stay – guidelines and strategies for success. Southern Business Review. 2002 Fall;28(1):29-39.

Lecture 7b Charts, Tables, and Figures

None.

Lecture 7b Images

Slides 3, 5, 6, 12, 13: Microsoft clip art. Used with permission from Microsoft.

Unit Required Readings

None.

Unit Suggested Readings

1. Lurie SJ, Fogg TT, Dozier AM. Social network analysis as a method of assessing institutional culture: three case studies. Acad Med. 2009 Aug;84(8):1029-35.
2. Lingard L, Regehr G, Orser B, Reznick R, Baker GR, Doran D, Espin S, Bohnen J, Whyte S. Evaluation of a preoperative checklist and team briefing among surgeons, nurses, and anesthesiologists to reduce failures in communication. Arch Surg. 2008 Jan;143(1):12-7; discussion 18.
3. Murray D, Enarson C. Communication and teamwork: essential to learn but difficult to measure. Anesthesiology. 2007 May;106(5):895-6.

Student Application Activities

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Additional Materials

Web-based Resources:

*Indicates this link is no longer functional.

1. Small group communication: Effective team communication.
Available from: <http://www.buzzle.com/articles/small-group-communication-effective-team-communication.html>
2. Papa N. Challenges and benefits of group and team communication. Available from: http://www.ehow.com/list_6733703_challenges-benefits-group-team-communication.html

*Indicates this link is no longer functional.

Component 18/Unit 8

(All materials for this unit are the same as those for Component 16/Unit 7)

Unit Title

Conflict Resolution

Unit Description

This unit describes Handling Conflict.

Unit Objectives

1. By the end of this unit the student will be able to:
2. Define conflict.
3. Explore historical views of conflict
4. Explore conflict as a positive/negative force
5. Study various styles for handling conflict.

Review ways to promote positive conflict in a group.

Unit Topics

- 8a.1 Lecture 1: Definitions of Conflict
- 8a.2 Conflict defined
- 8a.3 Healthcare context
- 8a.4 Transitions in ideas about conflict
- 8a.5 Conflict good and bad
- 8a.6 Types of conflict
- 8a.7 Conflict resolution
- 8a.8 Summary
- 8b.1 Lecture 2: Managing Conflict
- 8b.2 Handling conflict
- 8b.3 Conflict handling styles
- 8b.4 Individual preferences in conflict situations
- 8b.5 Conflict intensity continuum
- 8b.6 Results of conflict
- 8b.7 Promoting positive conflict
- 8b.8 Summary

Lecture Titles

8a Definitions of Conflict

8b Managing Conflict

Unit References

(All links accessible as of 2/1/2012)

*Indicates this link is no longer functional.

Lecture 8a

1. Cosier RA, Dalton DR. Positive effects of conflict: a field assessment. *Int J Conflict Mgmt.*1990;1(1):81-92.
2. Forte PS. The high cost of conflict. *Nursing Economics.* 1997 May/ Jun;15(3):119-23.
3. Gardner DL. Conflict and retention of new graduate nurses. *Western Journal Nursing Research.* 1992 Feb;14(1):76-85.
4. Kolb DM, Bartunek JM. Hidden conflicts in organizations: Uncovering behind the scenes disputes. Newbury Park (CA): Sage Publications; 1992.
5. Robbins SP, Judge TA. *Organizational behavior.* 12th ed. Upper Saddle River (NJ): Pearson Prentice Hall; 2007.
6. Yang J, Mossholder KW. Decoupling task and relationship conflict: the role of intragroup emotional processing. *J Organizational Behavior.* 2004;25(5):589-605.

Lecture 8a Charts, Tables, Figures, and Images

None.

Lecture 8b

1. Janus IL. *Victims of groupthink: a psychological study of foreign-policy decisions and fiascos.* Oxford, England: Houghton Mifflin; 1972.
2. Rahim MA. *Managing conflict in organizations,* 4th ed. New Brunswick (NJ):Transaction Publishers, 2011.
3. Robbins SP, Judge TA. *Organizational behavior.* 12th ed. Upper Saddle River (NJ): Pearson Prentice Hall; 2007.
4. Schaubhut NA. Technical brief for the Thomas-Kilmann conflict mode instrument: description of the updated normative sample and implications for use. CPP; 2007. Available from: https://www.cpp.com/pdfs/TKI_Technical_Brief.pdf
5. Sternberg RJ, Soriano LJ. Styles of conflict resolution. *J Personality and Social Psychology.*1984;47(a):115-26.

Lecture 8b Charts, Tables, and Figures

None.

Lecture 8b Images

Slide 13: Microsoft clip art. Used with permission from Microsoft.

*Indicates this link is no longer functional.

Unit Required Readings

None.

Unit Suggested Readings

1. Hersh W. A stimulus to define informatics and health information technology. *BMC Med Inform Decis Mak.* 2009; 9: 24.
2. Lemieux-Charles L. Physicians in health care management: 10. Managing conflict through negotiation. *CMAJ.* 1994 October 15; 151(8): 1129–32.

Student Application Activities

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comp18_unit8_self_assess_key.doc

Additional Materials

Web-based Resources:

1. Evans L. Successful team conflict management strategies.
Available from:
<http://www.life123.com/career-money/career-development/team-conflict/team-conflict-management-strategies.shtml>
2. Conflict resolution: Resolving conflict rationally and effectively.
Available from:
http://www.mindtools.com/pages/article/newLDR_81.htm
3. All about facilitation, group skills and group performance management. Available from:
http://managementhelp.org/grp_skill/resource.htm

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Component 18/Unit 9

Unit Title

Purchasing and Contracting

Unit Description

This unit describes the process for evaluating, purchasing and contracting Health Information Technology.

Unit Objectives

By the end of this unit the student will be able to:

1. Understand the process for selecting new technology
2. Understand when to employ some of the most common tools of the trade for evaluating and selecting software
3. Learn about evaluation aids and how they can affect an evaluation project
4. Understand some of the accounting basics for software purchases
5. Understand the process for gathering a team to negotiate a contract
6. Understand the need for documenting contract goals and objectives
7. Understand the purpose of a contract and how to participate in negotiation
8. Understand the process for gathering a team to negotiate a contract
9. Understand the need for documenting contract goals and objectives
10. Understand the purpose of a contract and how to participate in negotiation.

Unit Topics

- 9a.1 Internal and External Drivers for Purchasing Software and Hardware
- 9a.2 Factors that Influence the Purchasing Process
- 9a.3 Composition of Vendor Evaluation Team
- 9a.4 Identification of Vendors
- 9b.1 Tools of the Trade: Educational Demonstrations, Request for Information (RFI), Request for Quote (RFQ), Request for Proposal (RFP), Quick Bid, Sole Source
- 9b.2 Evaluation Aids

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- 9b.3 Overview of Financial Considerations Related to System Evaluation and Selection
- 9c.1 Negotiation Team Composition
- 9c.2 Managing Vendor Relationships
- 9c.3 Defining Your Game Plan
- 9c.4 Dual and Single Threaded Negotiation Strategies
- 9c.5 Contracts 101
- 9c.6 Using Consultants

Lecture Titles

- 9a Vendor Selection
- 9b Evaluation Process
- 9c Negotiating and Contracting

Unit References

(All links accessible as of 2/1/2012)

Lecture 9a

1. Wager KA, Lee FW, Glaser JP. Health care Information Systems. A Practical Approach for Health Care Management. Chapter 6: System Acquisition. San Francisco, CA: Jossey-Bass, 2009, 143-166.

Lecture 9a Charts, Tables, Figures and Images

None.

Lecture 9b

1. Kannry J, Mukani S, Myers K. Using an Evidence-Based Approach for System Selection at a Large Academic Medical Center: Lessons Learned in Selecting an Ambulatory EMR at Mount Sinai Hospital." *Journal of Healthcare Information Management*. 2006; 20(2): 84-99.
2. McDowell SW, Wahl R, Michelson J. Herding Cats: The Challenges of EMR Vendor Selection. *Journal of Healthcare Information Management*. 2003;17(3), 17.
3. McLaughlin CP, Kaluzny AD. Applying TQM/CQI Principles to Information Systems Selection. HFMA. 1995;49(5):48-52.
4. Mikulski FA., Supply Chain Management: Complex Procurements . 2nd Edition. Saddle River, NJ:Prentice-Hall,Inc., 2001.
5. Wager KA, Lee FW, Glaser JP. Health care Information Systems. A Practical Approach for Health Care Management. Chapter 6:

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System Acquisition. San Francisco, CA: Jossey-Bass, 2009, 143-166.

Lecture 9b Charts, Tables, and Figures

None.

Lecture 9b Images

Slide 19: Microsoft clip art. Used with permission from Microsoft.

Unit Required Readings

None.

Unit Suggested Readings

1. Featherly K, Garets D, Davis M, Wise P, Becker, P. Sharpening the case for Returns on Investment from Clinical Information Systems Healthcare Quarterly. 2007; 10(1):101-110.
2. Friedman, Brent, "Top 10 Strategic Mistakes that Hospitals make in HIT Contracting and how to avoid them" (2007)
Available at:
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9. HIMSS. Selecting an EMR for your practice: evaluating usability. HIMSS EHR Usability Task Force. 2010. Available from:
http://www.himss.org/content/files/Selecting_EMR_Eval_Usability.pdf
10. Health Information Technology Toolkit for Family Physician. California Academy Family Physicians. The Physicians Foundation.

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Available from: http://www.taftp.org/resources/technology/10a_HIT_VendorSelectionTools.Grid.pdf*

11. Wager KA, Lee FW, Glaser JP. Health care Information Systems. A Practical Approach for Health Care Management. Chapter 6: System Acquisition. San Francisco, CA: Jossey-Bass, 2009, 143-166.

Student Application Activities

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Additional Materials

None.

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Component 18/Unit 10

Unit Title

Change Management

Unit Description

This unit describes change management.

Unit Objectives

1. By the end of this unit the student will be able to:
2. Define change management
3. Discuss the importance of change management to the success of Healthcare IT system implementations
4. Describe the effects of introducing or changing information technology in a group or organization

Identify elements critical to successful management of change

Unit Topics

- 10a.1 What is Change Management
- 10a.2 Change Management vs. Project Management
- 10a.3 Effects of Information Systems Changes on Individuals and Organizations
- 10a.4 Six Phases of Organizational Change
- 10a.5 Benefits of Successful Change Management
- 10b.1 Causes and Repercussions of Implementation Failures
- 10b.2 Steps to Ensure Implementation Success
- 10b.3 Change Management Framework

Lecture Titles

- 10a Approaches to Change
- 10b Managing Change in HIS Implementations

Unit References

(All links accessible as of 2/17/2012)

Lecture 10a

1. Business Performance Pty Ltd. Change Management Model; The CHANGE Approach. Melbourne, Australia: Business Performance Pty Ltd. 2012. Available from: http://www.businessperform.com/change-management/change_management_model.html

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2. Creasey T. Defining change management; helping others understand change management in relation to project management and organizational change. Loveland (CO): Prosci; 2009. Available from: <http://www.change-management.com/Prosci-Defining-Change-Management-2009.pdf>
3. Edmondson AC, Bohmer RM, Pisano GP. Disrupted routines: team learning and new technology implementation in hospitals. Admin Sci Q [Internet]. 2001 Dec [cited 2012 Feb 15];46(4):685-716. Available from: <http://www.jstor.org/stable/3094828>
4. Fuller S. Managing change in healthcare IT implementations. Health Informatics Building Blocks. OER Africa. Available from: http://www.oerafrica.org/ManagingChangeinHealthcareITImplementations/tabid/hibbs/HIBBsPrototypesandResources/ManagingChangeinHealthcareITImplementations/tabid/1740/Default.aspx*
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7. McCarthy C, Eastman D. Change management strategies for an effective EMR implementation. Chicago (IL): HIMSS, 2010. Available from: www.himss.org/content/files/changemanagement.pdf
8. Nickols F. Change management 101: a primer. [updated 2011 Jul 2] Available from: <http://www.nickols.us/change.htm>
9. Shaw A , editor. President Wilson's state papers and addresses. New York: George H. Doran Company, 1917. Available from: http://books.google.com/books/about/President_Wilson_s_state_papers_and_addr.html?id=DUEOAAAAIAAJ

Lecture 10a Charts, Tables, and Figures

None.

Lecture 10a Images

Slide 4. The Prince. Image URL:

http://en.wikipedia.org/wiki/File:Machiavelli_Principe_Cover_Page.jpg

Slide 26. Sherrilynne Fuller, personal collection.

*Indicates this link is no longer functional.

Lecture 10b

1. Fuller S. Managing change in healthcare IT implementations. Health informatics building blocks. South Africa: OER Africa; 2010. Available from:
<http://www.oerafrica.org/ManagingChangeinHealthcareITImplementations/tabid/hibbs/HIBBsPrototypesandResources/ManagingChangeinHealthcareITImplementations/tabid/1740/Default.aspx>*
2. Canada Health Infoway. Managing change. Canada Health Infoway. 2011. Available from: <https://www.infoway-inforoute.ca/about-infoway/approach/managing-change>*
3. McCarthy C, Eastman D. Change management strategies for an effective EMR implementation. Chicago (IL): Healthcare Information and Management Systems Society; 2010. Available from: www.himss.org/content/files/changemanagement.pdf
4. Smelcer JB, Miller-Jacobs H, Kantrovich L. Usability of electronic medical records. J Usability Studies [Internet]. 2009 Feb [cited 2012 Feb 15];4(2):[about 14 p.]. Available from: http://www.upassoc.org/upa_publications/jus/2009february/smelcer1.html

Lecture 10b Charts, Tables, and Figures

None.

Lecture 10b Images

Slide 22: Sherrilynne Fuller. Personal collection.

Unit Required Readings

None.

Unit Suggested Readings

1. Canada Health Infoway. Managing change. Canada Health Infoway. 2011. Available from: <https://www.infoway-inforoute.ca/about-infoway/approach/managing-change>*
2. Lorenzi N, Riley R. Managing Change: an overview. J Am Med Inform Assoc [internet]. 2000 Mar-Apr; 7(2). Available from: <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC61464/?tool=pubmed>
3. McCarthy C, Eastman D. Change management strategies for an effective EMR implementation. Chicago (IL): Healthcare Information and Management Systems Society; 2010. Available from: www.himss.org/content/files/changemanagement.pdf

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Student Application Activities

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Additional Materials

None.

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Component Acronym Glossary

ARRA – American Recovery and Reinvestment Act
CCHIT– Certification Commission for Health Information Technology
CEO – Chief Executive Officer
CFO – Chief Financial Officer
CIO – Chief Information Officer
CMS – Centers for Medicare and Medicaid Services
COO – Chief Operating Officer
CPU – Central Processing Unit
CT – Computerized tomography
CTO – Chief Technical Officer
EHR – Electronic Health Record
EMR – Electronic Medical Record
EQ – Emotional Quotient
ER – Emergency Room
HCO – Healthcare Organizations
HIE – Health Information Exchange
HIMSS-Health Information and Management Systems Society
HIPAA – Health Information Portability and Accountability Act
HIT – Health Information Technology
HITECH – Health Information Technology for Economic and Clinical Health
HR – Human Resources
IQ – Intelligence Quotient
IS – Information Systems
IT – Information Technology
MRI – Magnetic Resonance Imaging
NASA – National Aeronautics and Space Administration
OB/GYN – Obstetrics/Gynecology
PAC – Picture archiving and communications system
PC – Personal Computer

PMI – Project Management Institute
PMO – Project Management Office
RFI – Request for Information
RFP – Request for Proposal
RFQ – Request for Quote
ROI – Return on Investment
RSNA – Radiological Society of North America
SaaS – Software as a Service
SISP – Strategic Information Systems Plan (SISP)
SVP – Senior Vice President
SWOT – Strengths, Weaknesses, Opportunities, Threats



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