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.
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David Friday, MSHI, is Administrative Director in the UAB Health System Information Services. Mr. Friday has served as an adjunct or visiting instructor in the Department of Health Services Administration since 1998, with a four-year hiatus when he was a CIO of regional medical center. He has taught a course in strategic planning and contract negotiations at UAB to both MSHI and dual degree MSHA students in both face-to-face and online mode.

Sherrilynne Fuller, PhD, is Professor, Department of Biomedical and Health Informatics, School of Medicine; Professor (Adjunct) Health Services, School of Public Health and Professor (Joint), Information School, all at the University of Washington (UW), Seattle, Washington. She served as the founding head of the Division of Biomedical and Health Informatics, School of Medicine, UW and has led several large-scale campus and regional research and development projects in the areas of biomedical and health informatics, telemedicine and information technology. She has lectured, consulted and led training programs in the US and internationally on health informatics and on the creation of education and research programs in biomedical and health informatics. She has served as a member of the American Medical Informatics
Association Health Informatics Building Blocks (HIBBs) committee charged with supporting the development of distance learning modules for health informatics training in low resource settings. Fuller served as a member of the President’s Information Technology Advisory Committee (PITAC) 1997-2002 and co-chaired the PITAC Subcommittee on Health. She is an elected fellow of the Medical Library Association and of the American College of Medical Informatics.

**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.

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Sonya D. Beard, MSEd, 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.

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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 alumnus 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
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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
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
3. Borkowski N. Organizational behavior, theory, and design in health care. Sudbury, MA: Jones and Bartlett; 2009.

Lecture 1b Charts, Tables, Figures and Images
None.

Unit Required Readings
None.

Unit Suggested Readings
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_activity_key.doc

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Health IT Workforce Curriculum Planning, Management and Leadership for Health IT Version 3.0/Spring 2012

This material was developed by The University of Alabama at Birmingham, funded by the Department of Health and Human Services, Office of the National Coordinator for Health Information Technology under Award Number 1U24OC000023
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.


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


**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**
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**
comp18_unit2_activity.doc
comp18_unit2_activity_key.doc
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.

Lecture 3b
2. Covey S.

Lecture 3b Charts, Tables, and Figures
None.
Lecture 3b Images
Slide 5, 7: Microsoft clip art. Used with permission from Microsoft.

Lecture 3c

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
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

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Health IT Workforce Curriculum Planning, Management and Leadership for Health IT Version 3.0/Spring 2012

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Student Application Activities
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Additional Materials

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
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
Lecture 4a Charts, Tables, and Figures
None.

Lecture 4a Images
Slide 8, 9: Microsoft clip art; Used with permission from Microsoft.

Lecture 4b

Lecture 4b Charts, Tables, Figures and Images
None.

Unit Required Readings
None.

Unit Suggested Readings
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#p/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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Student Application Activities
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comp18_unit4_self_assess.doc
comp18_unit4_self_assess_key.doc

Additional Materials
None.
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
3. Smaltz DH, Carpenter R. Governing proverbial black holes: IT governance case studies from two healthcare service delivery

*Indicates this link is no longer functional.
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.

Lecture 5b

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
2. "Mistakes: Strategic Planning Don’ts (and Dos) by Derek Slater. June 1, 20002. Available electronically from:

*Indicates this link is no longer functional.

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http://www.entrepreneur.com/tradejournals/article/135077972_1.html


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


Student Application Activities
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comp18_unit5_self_assess.doc
comp18_unit5_self_assess_key.doc

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

*Indicates this link is no longer functional.
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


Student Application Activities
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comp18_unit6_activity_key.doc
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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


*Indicates this link is no longer functional.

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*
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

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


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


Student Application Activities
comp18_unit7_activity.doc
comp18_unit7_activity_key.doc
comp18_unit7_self_assess.doc
comp18_unit7_self_assess_key.doc

Additional Materials
Web-based Resources:

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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


Lecture 8a Charts, Tables, Figures, and Images
None.

Lecture 8b


Lecture 8b Charts, Tables, and Figures
None.

Lecture 8b Images
Slide 13: Microsoft clip art. Used with permission from Microsoft.
Unit Required Readings
None.

Unit Suggested Readings

Student Application Activities
comp18_unit8_activity.doc
comp18_unit8_activity_key.doc
comp18_unit8_self_assess.doc
comp18_unit8_self_assess_key.doc

Additional Materials
Web-based Resources:
1. Evans L. Successful team conflict management strategies. Available from:
2. Conflict resolution: Resolving conflict rationally and effectively. Available from:
3. All about facilitation, group skills and group performance management. Available from:
   http://managementhelp.org/GRP_skill/resource.htm
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

Lecture 9b Charts, Tables, Figures and Images
None.

Lecture 9b
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
2. Friedman, Brent, “Top 10 Strategic Mistakes that Hospitals make in HIT Contracting and how to avoid them” (2007) Available at: http://www.himss.org/content/files/strategic_mistakes061107.pdf*

*Indicates this link is no longer functional.
Available from: http://www.tafp.org/resources/technology/10a_HIT_VendorSelectionTools Grid.pdf*


Student Application Activities
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comp18_unit9_activity_key.doc
comp18_unit9_self_assess.doc
comp18_unit9_self_assess_key.doc

Additional Materials
None.
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


6. Machiavelli N. Concerning new principalities which are acquired by one's own arms and ability (Chapter VI). The Prince. 1513. Available from: http://www.fordham.edu/halsall/basis/machiavelli-prince.asp#CHAPTER VI


Lecture 10a Charts, Tables, and Figures
None.

Lecture 10a Images
Slide 26. Sherrilynne Fuller, personal collection.

*Indicates this link is no longer functional.

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Lecture 10b


Lecture 10b Charts, Tables, and Figures

None.

Lecture 10b Images


Unit Required Readings

None.

Unit Suggested Readings


*Indicates this link is no longer functional.

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Student Application Activities
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comp18_unit10_self_assess_key.doc

Additional Materials
None.
**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