Curriculum Development Centers Program

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

HEALTH IT WORKFORCE CURRICULUM
COMPONENT BLUEPRINT
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Component Number	**18**
Component Name	**Planning, Management and Leadership for Health IT**
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.**
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Workforce Roles: **Clinician Practitioner Consultant; Implementation managers (Healthcare and IT)**

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

1. Explain leadership traits and theories.

2. Recognize leadership's role in IT and EHR project success and project failure.

3. Describe the importance of the effective leadership of teams.

4. Demonstrate team leadership competencies.

Component Units with Objectives and Topics

Unit 1 Introduction to Leadership

Description: This unit describes leadership styles and theories of leadership.

Objectives:

1. Define leadership.
2. Distinguish between leadership styles in the Blake and Mouton's Managerial Grid.
3. Define and describe classic leadership theories.
4. Describe characteristics of classic leaders.

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

Unit 2 The Management and Leadership Distinction

Description: This unit describes the management and leadership distinction.

Objectives:

1. Compare and contrast concepts of leadership and management.
2. Describe the concept and importance of developing followership.
3. Discuss challenges of leading in a hybrid HIT organization.
4. Define and discuss the Project Management Institute's (PMI) three types of organizations.
5. Discuss pros and cons of temporary leadership.

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

Unit 3 Key Concepts Associated with Leadership

Description: This unit describes keys concepts associated with leadership, including creativity and emotional intelligence.

Objectives:

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

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.1 - Self awareness
3b.2 - Social awareness
3b.3 - Self-management
3b.4 - 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

Unit 4 Effective and Ineffective Leaders

Description: This unit describes the traits of effective and ineffective leaders.

Objectives:

1. Describe the common traits of effective leaders.
2. Describe skills needed in order for HIT leaders to be effective.
3. Describe the common traits of ineffective leaders.
4. Distinguish between de-motivating and motivating leaders.
5. Discuss ineffective leadership's role on stress in the work environment.

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

Unit 5 Overview of the IT Strategic Planning Process

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

Objectives:

1. Describe the importance of an Information Technology Strategic Plan.
2. Describe a typical IT Planning scenario.
3. Describe the importance of prioritizing HIT goals.
4. List common pitfalls in prioritizing IT investments.
5. Recognize common IT governance structures.

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
5c.2 - IT Governance structures
5c.3 - Best of breed vs. single system

Unit 6 Achieving External Alignment

Description: This unit describes achieving external alignment among various stakeholders.

Objectives:

1. Describe the importance of connecting with our external stakeholders.
2. Describe a typical Health Information Exchange (HIE).

Topics:

6a.1 - Progress in the Healthcare IT landscape
6a.2 - State HIE Cooperative Program
6a.3 - Five domains for HIE success.
6a.4 - Implications of an HIE on internal systems

Unit 7 Components of Successful Teamwork

Description: This unit describes the components of successful teamwork.

Objectives:

1. Discuss interconnected relationship of healthcare workers.
2. Describe common components of successful teamwork.

Topics:
7.1 - Healthcare Teamwork
7.2 - Trust and a respectful atmosphere
7.3 - Clearly defined roles and responsibilities
7.4 - Balanced workload
7.5 - Conflict resolution
7.6 - Well defined authority and accountability
7.7 - Effective decision making procedures
7.8 - Adequate resources
7.9 - Feedback mechanisms

Unit 8 Effective Management of Teams - Twelve C's of Team

Description: This unit describes twelve characteristics of effective management of teams.

Objectives:

1. Describe effective ways to build successful work teams.
2. List common questions that can assist in building effective and focused teams.

Topics:

8.1 - Clear Expectations
8.2 - Context
8.3 - Commitment
8.4 - Competence
8.5 - Charter
8.6 - Control
8.7 - Collaboration

8.8 - Communication
8.9 - Creative Innovation
8.10 - Consequences
8.11 - Coordination
8.12 - Cultural Change

Unit 9 Managing and Resolving Conflict

Description: This unit describes methods for managing and resolving conflict.

Objectives:

1. Define conflict.
2. Identify various types of conflict.
3. Identify symptoms of and appropriate solutions to team conflict.
4. Discuss strategies utilized in resolving conflict.

Topics:

9.1 - Conflict defined
9.2 - Conflict in groups and teams
9.3 - Positive and negative conflict
9.4 - Consequences of unresolved conflict
9.5 - Symptoms of conflict
9.6 - Preventing negative conflict
9.7 - Resolving conflict with team members and with leaders