

The Office of the National Coordinator for
Health Information Technology



Component 18:

Planning, Management and Leadership for Health IT

Component Guide

Health IT Workforce Curriculum Version 4.0/Spring 2016

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Component Number: 18**Component Title:**

Planning, Management and Leadership for Health IT

Component Description:

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:

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

Component Files

Each unit within the component includes the following files:

- Lectures (voiceover PowerPoint in .mp4 format); PowerPoint slides (Microsoft PowerPoint format), lecture transcripts (Microsoft Word format); and audio files (.mp3 format) for each lecture.
- Application activities (discussion questions, assignments, or projects) with answer keys.
- Self-assessment questions with answer keys based on identified learning objectives.
- Some units may also include additional materials as noted in this document.

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

Lectures:

- a. What is Leadership (13:30)
 1. Leadership Values
 2. Employee and Production Centered Leaders
 3. Blake and Mouton's Managerial Grid
- b. Current Leadership Theories (8:35)
 1. Transformational Leadership
 2. Transactional Leadership
 3. Charismatic Leadership
 4. Visionary Leadership
 5. Servant Leadership

Suggested Readings

Bass BM, Bass R. The bass handbook of leadership: Theory, research, and managerial applications. New York (NY): Free Press Publishing; 2008, 4th Edition.

MindTools. Blake and Mouton managerial grid: Balancing task and people oriented leadership. Available at: http://www.mindtools.com/pages/article/newLDR_73.htm

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.

Additional Materials

None

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

Lectures:

- a. Leaders and followers (14:32)
 1. Leader and follower collaboration
 2. Leadership challenges in the HIT environment
 3. PMI Organization types
 4. Leading in a hybrid organization
- b. Temporary Leadership (17:43)

Suggested Readings

Kotter J. Leading Change. Boston (MA): Harvard Business School Press; 1996.

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>.

Additional Materials

None

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

Lectures:

- a. Authority and leadership (21:02)
 1. Authority and leadership in a hospital setting.
 2. Authority and leadership in a physician practice.
 3. Creativity and leadership
 4. Cross cultural leadership
- b. Emotional intelligence (13:35)
 1. Self-awareness
 2. Social awareness
 3. Self-management
 4. Social skills
- c. Motivation and Group Dynamics (18:35)
 1. Intrinsic and extrinsic motivation
 2. Motivation in healthcare and in context of meaningful use
 3. Group dynamics and motivation in meetings

Suggested Readings

Agbor E. Creativity and Innovation: The Leadership Dynamics. Available from: http://www.regent.edu/acad/global/publications/jsl/vol1iss1/JSL_Vol1iss1_Agbor.pdf

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>

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://books.google.com/books?hl=en&lr=&id=YVKmxr_D7yQC&oi=fnd&pg=PT96&dq=emotional+intelligence&ots=qxY4d4MbeF&sig=amComsgYRQpL4P_h_CBmJEgPCsA#v=onepage&q&f=false

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

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 Puzzle of Motivation, whereon he 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

Additional Materials

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>

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>

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 effective and ineffective leaders
4. Distinguish between de-motivating and motivating leaders
5. Discuss ineffective leadership's role on stress in the work environment
6. Describe lessons learned from healthcare IT leaders

Lectures:

- a. Effective leaders (12:11)
 - 1. Leadership challenges in the healthcare landscape
 - 2. The evolving role of healthcare IT leaders
 - 3. Traits of effective healthcare IT leaders
 - 4. Challenges of the new leader

- b. Ineffective leaders (21:51)
 - 1. De-motivating and motivating leadership styles
 - 2. Ten traits and habits of ineffective leaders

Suggested Readings

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

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

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: http://www.youtube.com/watch?v=npCokAAOmHs&feature=pyv&ad=3764411400&kw=leadership&qclid=CMjUt_fCjKMCFSUXswodvW1deQ

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

Additional Materials

None

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.

Lectures:

- a. IT plans and Organizational alignment (22:51)
 1. What is an IT Plan?
 2. Why is IT alignment difficult?
 3. Aligning the IT Plan with Organizational Goals
 4. Overview of the Planning Process
- b. Components of an IT plan (16:48)
 1. IT Planning
 2. SWOT Analysis

Suggested Readings

Healthcare information technology planning without execution is futile. Available from: <http://www.himss.org/asp/ContentRedirector.asp?ContentId=68582&type=HIMSSNewsItem>

“Mistakes: Strategic Planning Don’ts (and Dos) by Derek Slater. June 1, 20002. Available electronically from: http://www.cio.com/article/31106/Mistakes_Strategic_Planning_Don_ts_and_Dos

“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

Lorenzi, N. and Riley, R. Managing Technological Change Organizational Aspects of Health Informatics, 2nd Edition. New York, NY. Springer

Glaser, John. The Strategic Application of Information Technology in Health Care Organizations, 2nd Edition. San Francisco. Jossey-Bass.

Prioritizing IT projects based on business strategy. Available from: http://www.cio.com/article/22976/Prioritizing_IT_Projects_Based_on_Business_Strategy

5 tips for creating a strategic plan for IT. Available
from: <http://www.healthcareitnews.com/news/5-tips-creating-strategic-plan-it>

Ten Practices for Health IT Strategic Planning. Available
from: <http://journal.ahima.org/2013/01/01/ten-practices-for-health-it-strategic-planning/>

Additional Materials

None

Unit 6: Leadership in the Post HITECH Era

Description:

This unit describes leadership in the post HITECH era.

Objectives:

1. Define goals of HITECH Act.
2. Summarize progress in Health IT landscape since inception of the HITECH Act.
3. Outline the challenges of managing teams, technology and expectations in the post HITECH era.
4. Describe leadership considerations for managing teams, technology and expectations in the post HITECH era.

Lectures:

- a. Leadership in the Post HITECH Era (17:55)
 1. HITECH Goals
 2. Progress to Date
 3. Post HITECH
 4. New Leadership Considerations

Suggested Readings

Redefining the Roles of Health Information Management Professionals in Health Information Technology. Available
from: <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC2781729/>

Update on the Adoption of Health Information Technology and Related Efforts to Facilitate the Electronic Use and Exchange of Health Information. Report to Congress, October, 2014. Available
from: https://www.healthit.gov/sites/default/files/rtc_adoption_and_exchange9302014.pdf

Additional Materials

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>

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: 3:14). Available from: <http://video.answers.com/the-link-between-global-population-and-health-care-297292200>

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

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

The Digital Office E-Newsletter

This site/newsletter for ambulatory practices would be a good resource for any of the lectures in Component 18 for anyone who does not have a healthcare background, or who has some healthcare experience but has been primarily focused on the inpatient setting. Available from: http://www.himss.org/ASP/topics_FocusDynamic.asp?faid=155

Unit 7: Team and Small Group Communication

Description:

This unit describes Team and Small Group Communication.

Objectives:

1. Explore the phenomena of teams in our culture and look at the popularity and necessity of teams in delivering quality healthcare services
2. Define a team as compared to a group
3. Identify the stages of team development
4. Identify the characteristics of successful teams and team members
5. Analyze team conflict and performance
6. Define what we mean by virtual teams
7. Explore the guidelines for building and leading successful teams

Lectures:

a. Characteristics of Teams and Small Groups (17:00)

1. Teamwork is essential to healthcare
2. Benefits of teams
3. Distinguishing teams from groups
4. Stages of team development
5. Characteristics of successful teams

b. Managing Teams (12:29)

1. Teams in healthcare
2. Being a “team player”
3. Team conflict and performance
4. Virtual teams
5. Team building and leadership

Suggested Readings

Small group communication: Essence of Effective Team Communication. Available from: <http://www.buzzle.com/articles/small-group-communication-effective-team-communication.html>

Kodemuller N. What is Team Communication? Available from: http://www.ehow.com/list_6733703_challenges-benefits-group-team-communication.html

Additional Materials

None

Unit 8: Conflict Resolution

Description:

This unit describes handling conflict.

Objectives:

1. Define conflict.
2. Explore historical views of conflict
3. Explore conflict as a positive/negative force
4. Study various styles for handling conflict.
5. Review ways to promote positive conflict in a group.

Lectures:

- a. Definitions of Conflict (11:24)
 1. Conflict defined
 2. Healthcare context
 3. Transitions in ideas about conflict
 4. Conflict good and bad
 5. Types of conflict
 6. Conflict resolution
- b. Managing Conflict (15:05)
 1. Handling conflict
 2. Conflict handling styles
 3. Individual preferences in conflict situations
 4. Conflict intensity continuum
 5. Results of conflict
 6. Promoting positive conflict

Suggested Readings

Conflict resolution: Resolving conflict rationally and effectively. Available from: http://www.mindtools.com/pages/article/newLDR_81.htm

All about facilitation, group skills and group performance management. Available from: http://managementhelp.org/grp_skill/resource.htm

Additional Materials

None

Unit 9: Purchasing and Contracting

Description:

This unit describes Purchasing and Contracting.

Objectives:

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.

Lectures:

- a. Vendor Selection (23:13)
 1. Internal and External Drivers for Purchasing Software and Hardware
 2. Factors that Influence the Purchasing Process
 3. Composition of Vendor Evaluation Team
 4. Identification of Vendors
- b. Evaluation Process (18:39)
 1. Tools of the Trade: Educational Demonstrations, Request for Information (RFI), Request for Quote (RFQ), Request for Proposal (RFP), Quick Bid, Sole Source
 2. Evaluation Aids
 3. Overview of Financial Considerations Related to System Evaluation and Selection
- c. Negotiating and Contracting (18:41)
 1. Negotiation Team Composition
 2. Managing Vendor Relationships
 3. Defining Your Game Plan
 4. Dual and Single Threaded Negotiation Strategies
 5. Contracts 101
 6. Using Consultants

Suggested Readings

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.

HIMSS. Selecting an EMR for your practice: evaluating usability. HIMSS EHR Usability Task Force. 2010. Available from: <http://www.himss.org/selecting-ehr-your-practice-evaluating-usability-himss>

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.

McDowell SW, Wahl R, Michelson J Herding cats: the challenges of EMR vendor selection. *JHIM*, 2003. Available from: http://www.providersedge.com/ehdocs/ehr_articles/herding_cats-challenges_of_emr_vendor_selection.pdf

McLaughlin CP, Kaluzny AD. Applying TQM/CQI Principles to Information Systems Selection. *HFMA*. 1995;49(5):48-52.

Mikulski FA., Supply Chain Management: Complex Procurements. 2nd Edition. Saddle River, NJ: Prentice-Hall, Inc., 2001.

Ury W. Getting Past No. New York: Bantam Books, 1993.

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.

Additional Materials

None

Unit 10: Change Management

Description:

This unit describes change management.

Objectives:

1. Define change management
2. Discuss the importance of change management to the success of Healthcare IT system implementations
3. Describe the effects of introducing or changing information technology in a group or organization
4. Identify elements critical to successful management of change

Lectures:

- a. Approaches to Change Management (17:47)
 1. What is Change Management
 2. Change Management vs. Project Management
 3. Effects of Information Systems Changes on Individuals and Organizations
 4. Six Phases of Organizational Change
 5. Benefits of Successful Change Management

- b. Leading Change (19:37)
 1. Causes and Repercussions of Implementation Failures
 2. Steps to Ensure Implementation Success
 3. Change Management Framework

Suggested Readings

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>

McCarthy C, Eastman D. Change management strategies for an effective EMR implementation. Chicago (IL): Healthcare Information and Management Systems Society; 2010. Available from: <http://www.himss.org/content/files/changemanagement.pdf>

Additional Materials

MindTools Website. www.mindtools.com This website contains hundreds of articles on topics like leadership, problem solving, communication skills and more. An article titled “Change Management, Making Organization Change Happen Effectively” is particularly useful because it contains a Change Management Toolkit at its end. Article Available from: https://www.mindtools.com/pages/article/newPPM_87.htm

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