NEW YORK UNIVERSITY
WAGNER GRADUATE SCHOOL OF PUBLIC SERVICE
HEALTH POLICY AND MANAGEMENT PROGRAM

HPAM-GP 4823 -HEALTH INFORMATION TECHNOLOGY FOR MANAGERS
Fall, 2012

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Day, Time and Location: October 25-December 15, Thursdays, 6:45-8:25 pm, Goddard Hall, B06
Prerequisites: P11.1833, Health Services Management, or permission of the instructor.
Credits: 2 credits

Required of all health management specialization students

COURSE DESCRIPTION

This course will prepare healthcare managers and clinicians to participate in the management of healthcare information technology. Issues related to organizing and managing the information services function in a health care organization are discussed, including the technology selection, acquisition and implementation processes.

RELATED HEALTH MANAGEMENT COMPETENCIES

Competencies - Course Focus

- The ability to use information systems and evidence-based management principles for problem-solving, strategic planning and decision-making and implementing and measuring change

Relevant Content for the following competencies is also included

- The ability to hold people accountable to standards of performance and/or ensure organizational, professional and ethical compliance
- The ability to measure, monitor and improve safety, quality, access and system/care delivery processes in health care organizations
- The ability to communicate and interact productively (via listening, speaking and writing) on matters of healthcare with a diverse and changing industry, work force and citizenry
- The ability to present convincingly to individuals and groups the evidence to support a
LEARNING OBJECTIVES

At the end of this course, students will be able to:

1. state how information systems and technology can be used to implement an organization's strategy;
2. identify the objectives of IT governance and the elements (e.g., committees, a Project Management Office) that can increase the value obtained;
3. describe a process for selecting an information system or technology to help implement a strategy;
4. define how an information system can improve the operation of a service and describe how data mining and Business Intelligence software can be used to provide useful information;
5. state why Service Level Agreements are important in assuring that a negotiated level of performance is achieved;
6. compare the advantages and disadvantages of out-sourcing IT services;
7. describe the steps in effective project management and define the role of a project manager and a Project Management Office;
8. define techniques for realizing the value of IT during and after implementation;
9. state how individual and group responses to information systems and technology can inhibit implementation, and define techniques for increasing the chances of successful implementation.

REQUIRED COURSE MATERIALS


Copies are available at the NYU Professional Bookstore on LaGuardia Place.

All other readings are posted on Blackboard or available on-line as indicated below.

OPTIONAL COURSE MATERIALS

Those of you who feel the need to learn about (or update your knowledge of) information systems topics not specific to health services should review a recent text. An example is: Kenneth C. Laudon and Jane P. Laudon, Management Information Systems, 12th Edition (Upper Saddle River, N.J.: Prentice Hall, 2011, http://www.prenhall.com/laudon/). The important thing is to find a very recent text, since this field changes rapidly.

Two excellent reference sources for a range of healthcare IT topics are:
INTERNET RESOURCES ON HEALTHCARE INFORMATION SYSTEMS

1. HIMSS Topics and Tools
   http://himss.org/ASP/topicsHome.asp
2. HIMSS Health IT Body of Knowledge
   http://www.himss.org/asp/topics_HITBOK.asp?src=winews20111116
2. Journals and newsletters:
   Health Data Management
   http://www.healthdatamanagement.com/issues/
   iHealthBeat
   http://www.ihealthbeat.org A free daily email from
   the California Health Care Foundation.
   http://www.chcf.org
3. Webopedia, an on-line dictionary for computer and Internet terms.
   http://www.webopedia.com/
4. TechEncyclopedia
   http://www.techweb.com/encyclopedia/
5. Kropf's Favorite Links at www.nyu.edu/classes/kropf/favorite_links.htm
6. American Medical Informatics Association
   http://www.amia.org/
7. CMIO Magazine is aimed at Chief Medical Information Officers in healthcare
   organizations. A free newsletter is available. http://www.cmiomagazine.com/
8. Leapfrog Group http://www.leapfroggroup.org
10. HIStalk offers news and commentary on the healthcare information technology industry.
    http://histalk2.com/
11. Connected Health Initiative http://www.connected-health.org
    The Connected Health Initiative focuses on extending the care community beyond the
    traditional walls of healthcare institutions by bringing healthcare to the everyday
    surroundings of the health consumer and their families.
12. Agency for Healthcare Research and Quality National Resource Center for Health
    Information Technology http://www.healthit.ahrq.gov
    http://www.softwareadvice.com/medical/
15. HIMSS, “Economic Stimulus for the Healthcare IT Industry” (a list of links to resources)
    http://www.himss.org/EconomicStimulus/
18. Office of the National Coordinator for Health Information Technology
    http://healthit.hhs.gov
19. National eHealth Collaborative’s NeHC University is a web-based education program designed to provide stakeholders with timely and relevant information on health information technology and health information exchange in the United States. Some courses are free. http://www.nationalehealth.org/NeHCUniversity.aspx

20. Doctors Helping Doctors Transform Healthcare. “The mission of Doctors Helping Doctors Transform Health Care is to serve as a trusted resource for doctors who are contemplating or are in the midst of transforming their practices or institutions using health information technology to improve health and health care.” http://doctorshelpingdoctorstransformhealthcare.org/

CIO Blogs

1. John D. Halamka, MD, MS, is Chief Information Officer of the CareGroup Health System in Boston http://geekdoctor.blogspot.com/

Wikis

2. Clinical Informatics Wiki http://clinfowiki.org

ASSIGMENTS AND GRADING

The assignments and due dates are:

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Percent of Grade</th>
<th>Date Distributed</th>
<th>Date Returned</th>
</tr>
</thead>
<tbody>
<tr>
<td>Memo Assignment</td>
<td>20%</td>
<td>Dates distributed on October 25</td>
<td>Two weeks later</td>
</tr>
<tr>
<td>Quality Improvement Project</td>
<td>70%</td>
<td>One-page proposal due on November 8</td>
<td>December 20</td>
</tr>
<tr>
<td>In-class exam on the readings</td>
<td>10%</td>
<td>December 6</td>
<td>December 6</td>
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QUALITY IMPROVEMENT PROJECT
The Quality Improvement Project will be to present an information systems or technology plan for improving the quality of a health care service. Students will select a service (e.g., ambulatory pediatric services in a small group practice or hospital radiology services) and define an information system (or enhancement to an existing system) that would improve customer satisfaction, clinical quality, or both. The addition of an information technology (e.g., voice data input and output) can also be included.

You will determine client needs (e.g., by interviews, observation), look at systems on the market, and make a recommendation on which one should be considered for a purchase. You will observe at least two software products available for a particular application in operation at two different locations similar to the client organization. With the permission of the instructor, on-line demos can be substituted. Students should submit a one-page proposal describing the service and the quality objective or problem that they would like to focus on by November 8.

With prior approval, students can work in a team of up to two people. Approval will be based on the complexity of the service selected. Late papers will not be accepted without prior approval by the instructor.

MEMO ASSIGNMENT

You’ll get written instructions no later than two week in advance. You’ll always turn in a 3-5 page memo by 9 am on the Wednesday assigned. What you’ll do in class will vary, e.g., a panel discussion or I’ll just call on you during the class.

EXAM ON THE READINGS

The purpose of this exam is to encourage you to do the reading and to determine if you have understood the major points. Only required (not optional) readings on the syllabus for will be covered. Nothing on my PowerPoint presentations and handouts will be included. This includes guest speakers. You may bring the readings to class. The exam will consist of short answer questions (e.g., fill in the blank or True/False) and will last 45 minutes beginning at 7:40 pm.

INCOMPLETES

See the Wagner School's policy on Incomplete Grades at: http://wagner.nyu.edu/current/policies/incompletes.php

STATEMENT OF ACADEMIC INTEGRITY

As members of the NYU Wagner community, we are all expected to adhere to high standards of intellectual and academic integrity. You can view our Academic Code at: http://wagner.nyu.edu/current/policies/ . This is a good resource for issues of academic integrity, especially regarding writing.
COURSE OUTLINE & READING ASSIGNMENTS

BB= Blackboard

October 25  Class 1  Information and Technology As Strategic Resources; IT Governance


Additional Resources/Optional Reading:

   http://geekdoctor.blogspot.com/

November 1  Class 2  System Selection

   http://www.himss.org/content/files/proceedings/2002/sessions/ses087.pdf
   http://www.nytimes.com/2009/03/06/opinion/06coben.html
3. AHA/MGMA system selection documents (BB)

Additional Resources/Optional Reading:

1. Tom Vanderbilt, “Data Center Overload” New York Times (June 8, 2009)
   Describes what a very large data center looks like and “cloud computing”
   http://www.nytimes.com/2009/06/14/magazine/14search-t.html?_r=1&scp=1
November 8  Class 3  Managing Implementation: Outsourcing and Service Level Agreements

2. “University of Pennsylvania Health System (UPHS) Development and Use of Service Level Agreements (SLAs) in Kropf and Scalzi

Additional Resources/Optional Reading:


November 15 Class 4  Project Management

2. Re-read “University Hospitals: IT Governance and Creation of a Project Management Office” from Kropf and Scalzi

Additional Resources/Optional Reading:


November 22  No class - Thanksgiving

November 29 Class 5  Performance Management After Implementation

2. “Banner Estrella Medical Center: Determining the Benefits of Care Transformation and IT Implementation” in Kropf and Scalzi
**December 6  Class 6  Clinician Acceptance And Use of Information Systems**


Additional Resources/Optional Reading:


In-class exam on the readings

**December 13  Class 7 Managing Operations, Business Intelligence and Data Mining**


Additional Resources/Optional Reading:

1. BusinessWeek Research Services, Business Intelligence for Healthcare (February, 2009) (BB)


December 20  No class. Quality Improvement Project papers due.