Curriculum Development Centers Program

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

HEALTH IT WORKFORCE CURRICULUM
COMPONENT BLUEPRINT
Version 3.0/Spring 2012

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.

Assigned Institution: University of Alabama at Birmingham
Team Lead(s): Amanda Dorsey, MSHI, UAB
Team Members:
Meg N Bruck, MSHI, UAB (Curriculum Developer)
Amanda Dorsey, MSHI, UAB (Curriculum Developer)
David Friday, MSHI, UAB (Curriculum Developer)
Sherrilynne Fuller, PhD, University of Washington School of Medicine/Information School (Curriculum Developer)
Stephen J. O'Connor, PhD, FACHE, UAB (Curriculum Developer)
Pamela E. Paustian, PhD, RHIA, UAB (Curriculum Developer)

Workforce Roles:
- Clinician/Practitioner Consultant
- Implementation Manager

Component Objectives:
At the completion of this component, the student will be able to:
1. 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 Units with Objectives and Topics

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.

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

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.

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

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.

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
5b.2 IT Governance structures
5b.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:

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.

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

Unit 7: Team and Small Group Communication
(All materials for this unit are the same as those for Component 16/Unit 6)

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

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

Unit 8: Conflict Resolution
(All materials for this unit are the same as those for Component 16/Unit 7)

Description:
This unit describes Handling Conflict.

Objectives:

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.

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.

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

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.

Topics:

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.

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
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

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

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

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.