

Health Information and Exchange

An Organizational Change Perspective

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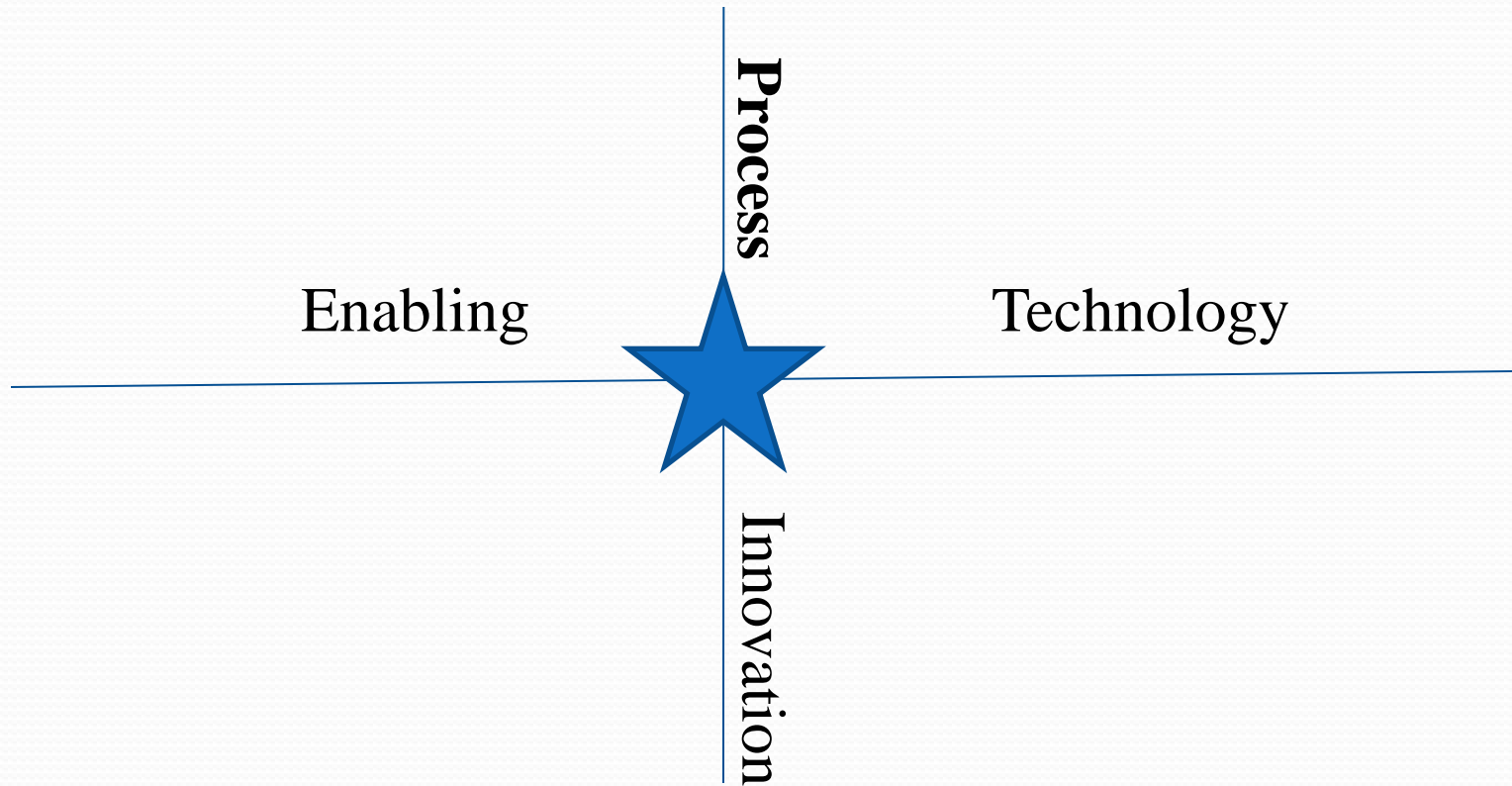
Objectives

- The promise of health information technology
- Focus on transforming health care outcomes
- Achieving 'meaningful use'
- Do the classic adoption and diffusion of IT models fit?
- The status of HIT research and experience
- Working toward Best Practice – a research based approach

Is Health Information Technology the Answer?

- Accelerated focus on health information technology and exchange
- Health systems transformation is major component of national stimulus package.
- ARRA and HITECH
- Getting to 'meaningful use'

Transformation: Intersection of Technology & Process Innovation



Transformational Change

- Most efforts fall far short of goals
- Failure usually occurs in implementation not the technology or ideas / concepts
- Creating a vision for change
 - Getting everyone on the same page
 - Getting buy-in
- Requires out of the box thinking (i.e. outside perspective)
- Implementation effort grossly underestimated
- Implementation requires careful orchestration

The Research Opportunity

- Creating the theoretical framework
- Multiple Case Study Design
 - Tri-State Health Information Technology Regional Center
 - Northeast Kentucky RHIO
 - NIH Infrastructure Grant – Creating a Quality Improvement Network among Rural Health Care Providers
 - St. Claire Regional Medical Center – EMR Implementation

Preliminary Synthesis

- Cannot assume implementing HIT and HIE will automatically lead to meaningful change.
- Crisis drives change
- Factors leading to successful adoption may not be the same as factors leading to meaningful use.
- Factors leading to adoption may not be same as factors leading to innovation.
- Need to engage clinicians in leading change
- Change leaders are essential – champions and power users

Preliminary Synthesis - 2

- Changing health care is a systemic problem: Cannot change just one piece.
- Workflow and process are key components
- Need specific goals for improvements that clinicians care about most.
- Barriers to adoption and use
- Perceived usefulness has significant and strong influence on physicians usage intention (TAM)

Preliminary Synthesis - 3

- Age and gender of physicians are not generally associated with anticipated use.
- Insight will evolve over time

Beyond a Literature Search

- Case study analysis
- Planned research project
- Engaging primary care physicians in driving health care quality improvements
- Creating a virtuous cycle of research and innovation

More Information

- **ONC** <http://www.hhs.gov>
- **HIMSS Health Information Management Systems Society**
http://www.himss.org/ASP/topics_rhio.asp
- **Kentucky e-Health Network** <http://ehealth.ky.gov/>
- **E-Health Initiative**
<http://www.ehealthinitiative.org/default.msp>
- **i-HealthBeat** <http://www.ihealthbeat.org/>
- **Mass Health Data Consortium**
<http://www.mahealthdata.org/ma-share/>

Your Thoughts?

- Thanks for opportunity to share this research in progress.
- Questions?

