Contents

Preface Acknowle	edgmo	ents xxx
Part 1	Ma	ajor Environmental Forces That
	Sh	ape the National Health Information
		·
	1	stem Landscape1 The National Health Information
		Technology Landscape
		Learning Objectives
		1990s: The Call for HIT
		2000–2010: The Arrival of HIT
		2010-Present: Health Care Reform and the Growth of HIT
		Summary A f tag is a constitution
		Key Terms
		Learning Activities
		References
	2	Health Care Data21
		Learning Objectives
		Health Care Data and Information Defined
		Health Care Data and Information Sources
		Health Care Data Uses
		Health Care Data Quality
		Summary
		Key Terms
		Learning Activities
	_	References A to the late of th
	3	Health Care Information Systems65
		Learning Objectives
		Review of Key Terms
		Major Health Care Information Systems
		History and Evolution
		Electronic Health Records
		Personal Health Records
		Key Issues and Challenges

		Summary	
		Key Terms	
		Learning Activities	
		References	
	4	Information Systems to Support Population	
		Health Management	99
		Learning Objectives	
		PHM: Key to Success	
		Accountable Care Core Processes	
		Data, Analytics, and Health IT Capabilities and Tools	
		Transitioning from the Record to the Plan	
		Summary	
		Key Terms	
		Learning Activities	
		References	
		30602 . 1. 4 . 11	
Part 2		lection, Implementation, Evaluation, a	
	Ma	anagement of Health Care Information	1
		stems	400
	5	System Acquisition	
		Learning Objectives	
		System Acquisition: A Definition	
		Systems Development Life Cycle	
		System Acquisition Process	
		Project Management Tools	
		Things That Can Go Wrong	
		Information Technology Architecture	
		Summary	
		Key Terms	
		Learning Activities	
		References	
	6	System Implementation and Support	179
	U	Learning Objectives	
		System Implementation Process	
		Managing Change and the Organizational Aspects	
		System Support and Evaluation	
		Summary	
		Key Terms	
		Learning Activities References	
	7		
	7	Information Systems	215
		Learning Objectives	
		Definition of IT-Enabled Value	

		The IT Project Proposal
		Ensuring the Delivery of Value
		Analyses of the IT Value Challenge
		Summary
		Key Terms
		Learning Activities And Augustines Augustines
		References
	8	Organizing Information Technology Services251
		Learning Objectives
		Information Technology Functions
		Organizing IT Staff Members and Services
		In-House versus Outsourced IT
		Evaluating IT Effectiveness
		Summary
		Key Terms
		Learning Activities
		References
Part 3	La	ws, Regulations, and Standards That
	Af	fect Health Care Information Systems285
	9	Privacy and Security287
		Learning Objectives
		Privacy, Confidentiality, and Security Defined
		Legal Protection of Health Information
		Threats to Health Care Information
		The Health Care Organization's Security Program
		Beyond HIPAA: Cybersecurity for Today's Wired Environment
		Summary
		Key Terms
		Learning Activities
		References
	10	Performance Standards and Measures323
		Learning Objectives
		Licensure, Certification, and Accreditation
		Measuring the Quality of Care
		Federal Quality Improvement Initiatives
		Summary
		Key Terms
		Learning Activities
		References
	11	
	•	Learning Objectives
		HCIS Standards Overview
		Standards Development Process

		Vocabulary and Terminology Standards Data Exchange and Messaging Standards Health Record Content and Functional Standards Summary Key Terms
		Learning Activities References
Part 4		nior-Level Management Issues Related
		Health Care Information Systems
		nagement 393
	12	IT Alignment and Strategic Planning
		Learning Objectives
		IT Planning Objectives
		Overview of Strategy The IT Assest
		A Normative Approach to Developing Alignment and IT Strategy
		IT Strategy and Alignment Challenges
		Summary
		Key Terms
		Learning Activities
		References
	13	IT Governance and Management427
		Learning Objectives
		IT Governance
		IT Budget
		Management Role in Major IT Initiatives
		IT Effectiveness
		The Competitive Value of IT
		Summary
		Key Terms
		Learning Activities
		Notes
	14	References Health IT Londorship Case Studies
	14	Health IT Leadership Case Studies
		Case 2: Registries and Disease Management in the PCMH
		Case 3: Implementing a Capacity Management
		Information System
		Case 4: Implementing a Telemedicine Solution
		Case 5: Selecting an EHR For Dermatology Practice
		Case 6: Watson's Ambulatory EHR Transition

Federal Initiatives Affecting Health Care IT Standards Other Organizations Influencing Health Care IT Standards

Health IT Standards

Documentation System Case 8: Conversion to an EHR Messaging System Case 9: Strategies for Implementing CPOE Case 10: Implementing a Syndromic Surveillance System Case 11: Planning an EHR Implementation	
Case 9: Strategies for Implementing CPOE Case 10: Implementing a Syndromic Surveillance System	
Case 10: Implementing a Syndromic Surveillance System	
Case 11: Planning an EHP Implementation	
Case 11. Flamming an Erric implementation	
Case 12: Replacing a Practice Management System	
Case 13: Implementing Tele-psychiatry in a Community Hospital	
Emergency Department	
Case 14: Assessing the Value and Impact of CPOE	
Case 15: Assessing the Value of Health IT Investment	
Case 16: The Admitting System Crashes	
Case 17: Breaching The Security of an Internet Patient Portal	
Case 18: The Decision to Develop an IT Strategic Plan	
Case 19: Selection of a Patient Safety Strategy	
Case 20: Strategic IS Planning for the Hospital ED	
Case 21: Board Support for a Capital Project	
Supplemental Listing of Related Case Studies and Webinars	
Appendixes	
A. Overview of the Health Care IT Industry5	25
The Health Care IT Industry	
Sources of Industry Information	
Health Care IT Associations	
Summary	
Learning Activities	
References	
B. Sample Project Charter, Sample Job Descriptions,	
and Sample User Satisfaction Survey5	39
Sample Project Charter	
Sample Job Descriptions	
Sample User Satisfaction Survey	
Index 5	59