

Physicians as IT Champions

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**Massachusetts Medical Society
Physician Leadership Institute**



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10:15AM to 11:15AM

Goals of this Talk

To address the issue of the pace of change in information technology, which has a profound impact on the delivery of care, physician work flow and responsibilities. The profession must actively engage with these changes.

1. Physicians must function as a team around IT issues and opportunities, using each others strengths and skills to the best advantage.
2. This requires unusual team work, and a style of *servant leadership* to be optimal.

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News in IT? Is it trivial news? No

- The computer that won *Jeopardy* is now supporting Dr. William Audeh at Cedars Sinai in Los Angeles CA, and one at Anthem handles medical Authorizations
- The latest satellite in orbit is an Android smart phone!
- Is a physician incapable of knowing his field?
- A store's behavioral marketing system can now diagnose a pregnancy
- Moore's Law will accelerate change exponentially

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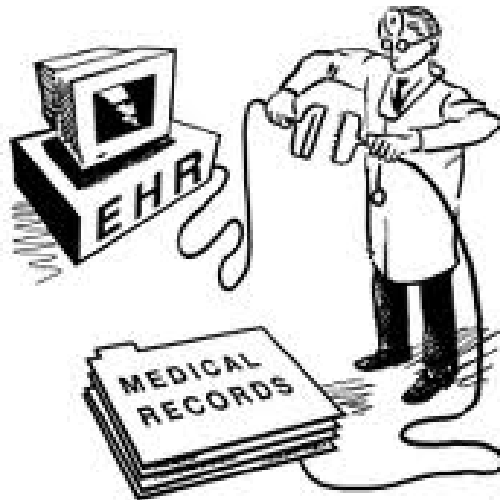
And the old News

- Purpose of Information Technology is changing with time
- Structure of IT in facilities is changing too
- Software solutions for healthcare problems
- IT is reshaping Healthcare, physicians need to be involved

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EHR



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Disruptive Technological Change

- The knowledge is now part of our IT systems, but is it the same knowledge or use of it? Are the alerts valid?
- The work has changed
- The place of work has changed too
- How you work with staff has changed also
- Health Care Information technology is growing revenue at 24% per year in 2011 from a base of \$40B, and in 2010 was valued at \$100 billion

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What is a Champion?

- A winner? A winner of any event or sport
- An Advocate for you, or someone who fights for you
- An IT champion is a special leader to represent group/ team of clinicians:
 - ✓ Who builds consensus within the group and then acts for that consensus on behalf of the group
 - ✓ He / She will most typically lead by example
 - ✓ Persuasive in meetings, is a good negotiator who can bargain and has well practiced interpersonal skills

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What is modern Healthcare IT?

- Business administration systems, tracings and other documentation systems, Lab, X-ray and other care delivery systems e.g. Cath. Lab etc.
- Knowledge management systems for retrieving information, literature, order sets, drug drug interaction etc.
- It has the ability to generate knowledge from data e.g. Apache Score on an ICU patient, predict or trace disease outbreaks
- New Devices e.g. powered support for legs
- An aid in Patient satisfaction scoring



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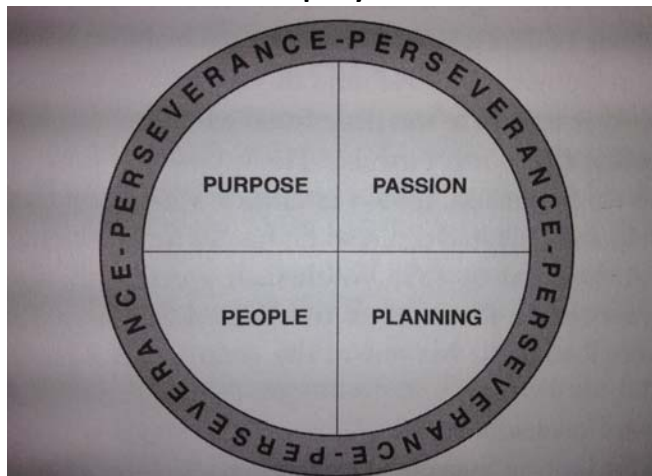
IT in Health Care, what it does

- ✓ Healthcare IT is now the functional underpinning of care delivery
- ✓ Healthcare IT supports the most complex human endeavor (the math of variation = 1.05×10^{19})
- ✓ Healthcare IT is only just getting started, we trail behind other US industries Still
- ✓ Now it is key for the development of leadership skills in Physicians in care delivery for IT

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Can IT benefit from physician leadership?



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Purpose and Core Values

- Analyze if the organization is true to its values
- Internally evaluate if the values and core identity of the facility or group has drifted over time
- In the Market, are you meeting your customer's/patient's needs? What is the gap?
- Develop a personal mission statement, list your own core values, check to see if you and the organization are aligned
- Address the gap analysis, and work on any core value issues that are present

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Motivation—building Passion

- Speak about the things you are passionate about—passion is infectious
- List the things that bother you
- Identify things that have negative feelings—and then use change management processes to let go of those feelings
- Have the work group, team, or care givers go through these steps after you also

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People

- Right people on the team, for the team?
- Have new hires been fully interviewed and vetted?
- Do they do the right job or roles?
- Have they been orientated and trained as appropriate?
- Are you motivating, inspiring and managing them—through managing your own feelings?

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Planning

- Have talented people on the team—hire if needed
- Work backwards from the desired end point to the goal in a series of planned stages
- Determine the resources and get them before starting
- Prioritize goals and objectives, and communicate
- Remain open, and especially to new opportunities

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IT Technology Intimidation



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What does an IT Champion do? Part 1

- Patient Safety and IT advocate for the strategy demonstrating "followership" to the organization's leaders
- Stick to EBM, managing consensus building for order sets, and keeping them current
- Respects a colleague's experience, but knows few can maintain full current knowledge
- Advises on system functionality, alerts, automated clinical processes, and work flow issues that impact clinical staff
- Represents clinical staff issues to the IT technical staff, programmers, vendors etc.

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What does an IT Champion do? Part 2

- Is an advocate for the clinical staff to the leadership of the healthcare/group/hospital
- Has competence in interpersonal skills and consensus building
- Demonstrates creative problem solving
- Models customer service, as well as keeping an optimistic attitude in all circumstances
- Sympathetically listens to issues, and energetically seeks resolution with passion and perseverance

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Clinical Research

- Digital records
- Documentation
- Protocols
- IRB reports
- Tracking
- Audits
- Registries

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Managing Information

- Databases, and not paper hold our knowledge and information now—a vulnerability
- Back up and down time capabilities are now more complex and far reaching
- With HIEs we have multiple copies of data

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IT Focus for Physicians

1. What physicians need from IT?
2. What physicians don't like about IT?
3. Who are IT leaders and why?
4. What should IT physician leaders be doing they are not doing?
5. What is the purpose of IT? Does it achieve it?
6. What is the role of the CMIO/VPMIO

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What IT does do or not do!

- Information Technology encodes, manages information, manipulates information and does automated operations.
- Information in healthcare is now essential; we cannot undo the adoption of Information Technology
- Healthcare is structured still as a cottage industry, as a result is missing modern efficiency from IT
- Modern healthcare IT lacks this efficiency due to many old structures and processes, but this is changing, as work flow changes, new facilities, and new IT systems are built

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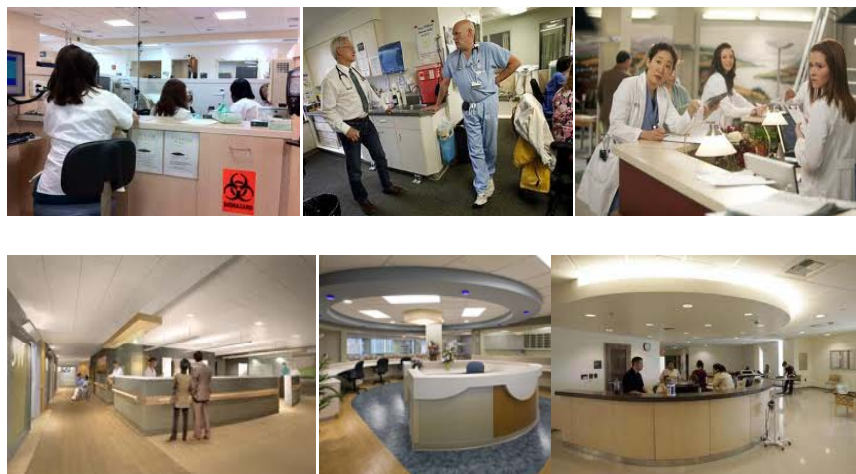
Human Factors, Ergonomics and Health

- <https://www.hfes.org//Web/Default.aspx>
- Good systems fail when poorly implemented
- Our older facilities were not designed with IT in mind— as IT development outpaces the building architecture and replacement of facilities
- Technology is moving so fast that the EHRs solutions do not keep up with these changes / opportunities

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What will it be like to work here?



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Where are computers placed?



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Input Methods



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Output Methods

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Message of the Presentation

1. Physicians apply technology to healthcare delivery
2. Physician Champions are needed to advise IT implementation
3. Physician Champions are essential for IT systems
4. Physician Champion IT training, make it available and easy/appropriate
1. IT Staff develop technological solutions for/in healthcare
2. Physicians may consult, be hired, or be part of IT and implementation team
3. Ergonomics, work flow, Knowledge maintenance
4. Skills and training are available and not too hard, example the AMIA 10 x 10

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