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Section 3 continues the journey of implementation. The emphasis on transformation in this section, and, indeed, in the whole book is hard to miss. The message is not only the transformation of individual institutions, but of the industry as a whole. Transformation takes place through culture shifts, acceptance of information technology, the positive outcomes achieved by the new technologies, and by the Chief Information Officer.

Health care and information technology are two of the most evolving fields today, and the role of the chief information officer (CIO) follows suit. A chapter on the evolution of the role of the CIO brings to light how the role of the CIO has been perceived over time and explores what that role needs to bring to ensure organizational success. To supplant the theoretical perspectives, a variety of chief information officers share their stories of technology transformation. Written from the eyes of “worker bees,” these stories show how the impetus of transformation survives hurdles, politics, and cultural issues.

Two chapters round out this section. One provides insights into the successful governance of a highly celebrated Integrated Delivery Systems in the United States, and the other transports readers “down under” for a firsthand look at IT implementation at a private facility.