Section 2
Preparing for Organizational Change

Section Introduction ......................................................... 80

Chapter 7
Informatics in Health Care: Managing Organizational Change .............. 81
   Nancy M. Lorenzi and Robert T. Riley

Chapter 8
The Role of Ethics in IT Decisions ........................................... 94
   James G. Anderson

Chapter 9
CASES IN REDESIGN, I
Memorial Hermann Healthcare System: Redesign and Implementation of a
   Multifacility Clinical Information System .................................. 106
   David Bradshaw and Beverly Bell

Chapter 10
CASES IN REDESIGN, II
UPMC Health System: Transforming Care Through Clinical
   Documentation ............................................................................. 119
   Darinda E. Sutton

Chapter 11
INTERNATIONAL PERSPECTIVE
Selayang Hospital: A Paperless and Filmless Environment in Malaysia .... 128
   Hadis Rosnah, Mohamad Azrin Zubir, and Y. Nor Akma
Once the strategic plan is outlined (one cannot say “completed” because a strategic plan is always a work in progress), it is time to begin turning IT plans into reality by readying the organization for change. This section follows a systems analysis and design approach, integrating theoretical foundations with practical applications. To be considered are feasible alternatives, decision factors, consensus, organizational politics, and ethics. Three chapters in this section present “how to” approaches. Two domestic cases consider a design-driven strategy and a more focused approach to clinical documentation. A third international project used a leapfrog approach and created the Total Hospital Information System at Selayang Hospital in Malaysia. Here, the clinical, financial, operational, and administrative functions are paperless and wireless, and positive outcomes are being realized.

The key to getting the most out of this section is to understand that readers are being transported sequentially through a series of points and issues to consider and then apply to their own situations. The change process works, as is demonstrated by the numerous examples in this section.