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The Journal of Healthcare Information Management (JHIM) is the only peer-reviewed journal specifically for healthcare information and management systems professionals. Published quarterly, each issue of the Journal examines a specific topic in the areas of clinical systems, information systems, management engineering and telecommunications in healthcare organizations. In addition, the Journal publishes contributions on issues such as computerized provider order entry and patient safety, clinical informatics, data mining/data analysis, project management, health informatics education, management systems, and healthcare IT leadership strategies.

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Minimize Large-Scale IT Project Risks through Effective Contracting Strategies

Karen J. O'Connor, FHIMSS

Commercial Clinical Data Warehouses: From Wave of the Past to the State of the Art

This article provides an overview of clinical data warehousing and its historical perspective from the early 1990s to present. It uses a survey of five Houston-area healthcare leaders to answer questions such as why commercially available solutions may be more suitable as their enterprise information systems vs. developing them in-house. Which products and vendors are servicing these organizations? What are these organizations looking for when making such strategic purchases? In general, this work is intended as a guideline for healthcare entities to further investigate the commercial clinical data warehousing market and get a feel for industry trends.

Mobin Uddin Akhtar, MS, BSIS, Kim Dunn, MD, PhD, and Jack W. Smith, MD, PhD

The Evolving Role of Supply Chain Management Technology in Healthcare

The healthcare supply chain is a vast, disintegrated network of products and players, loosely held together by manual and people-intensive processes. Managing the flow of information, supplies, equipment, and services from manufacturers to distributors to care providers is especially difficult, compared with more technology-intensive industries like consumer goods or industrial manufacturing. As supplies move downstream toward hospitals and clinics, the quality and robustness of accompanying management and information systems used to manage these products deteriorates significantly. Technology that provides advanced planning, synchronization, and collaboration upstream at the large supply manufacturers and distributors rarely is used at even the world's larger and more sophisticated hospitals. This article outlines current healthcare supply chain management technologies, addresses potential reasons for lack of technology and provides a roadmap for future technology.

Jim Langabeer, PhD, MBA

Rapid Implementation of an Electronic Health Record in an Academic Setting

One of the sources of resistance to the implementation of electronic health records is that it often takes years to roll out a fully functional system. The George Washington University Medical Faculty Associates has set a new standard for rapid EHR implementation by bringing 99

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physicians and 130 residents and interns live in less than 30 days in a complex academic setting. MFA leveraged a rapid implementation process based on study of previous successful implementations. The rollout plan incorporated aggressive hands-on education, in-person and virtual training modules for self-review, and a leadership triad of physicians, administrators, and information technology experts.

Stephen L. Badger, Ryan G. Bosch, MD, FACP, and Praveen Toteja

National Provider Identifier (NPI) Planning and Implementation Fundamentals for Providers and Payers

Federal HIPAA legislation mandates that the National Provider Identifier be fully implemented across all healthcare entities between May 2005 and May 2007 or 2008 for small payers. Starting May 2005, healthcare providers will be eligible to obtain an NPI and use these numbers to submit claims or conduct other transactions specified by HIPAA. By 2007, the NPI must be used in connection with the electronic transactions identified in HIPAA. This article will use software and data experts' knowledge as well as the authors' NPI implementation readiness assessment work to review the impact to both payers and providers, including hospitals, clinics, and other service entities. The authors will suggest planning, budgeting, architecting, and data management solutions for payers and providers to achieve the optimal administrative simplification goals intended by the NPI, without compromising data integrity and interoperability objectives across the service spectrum of the healthcare enterprise.

Scott Pickens and Jamie Solak

Making Sausage—Effective Management of Enterprisewide Clinical IT Projects

Unlike most other industries in which company employees are, well, company employees, U.S. hospitals are typically run by both employees (nurses, technicians, and administrative staff) and independent entrepreneurs (physicians and nurse practitioners). Therefore, major enterprise-wide clinical IT projects can never simply be implemented by mandate. Project management processes in these environments must rely on methods that influence adoption rather than presume adoption will occur. "Build it and they will come" does not work in a hospital setting. This paper outlines a large academic medical center's experiences in managing an enterprise-wide project to replace its core clinical systems functionality. Best practices include developing a cogent optimal future-state vision, communications planning and execution, vendor validation against the optimal future-state vision, and benefits realization assessment.

Detlev H. Smaltz, PhD, FHIMSS, CHE, Rhonda Callander, Melanie Turner, RN,

Web-Based Communication to Enhance Outcomes: A Case Study in Patient Relations

Conducting research on a particular health condition on the Internet often yields vast amounts of information, much of it not relevant, specific, or even accurate. Therefore, it is important to tailor a search to elicit results that will be the most precise to a specific situation. Web sites that use "push technology," such as targeted e-mail, rather than a passive site that must be visited and surfed through, offer a more effective way of obtaining "just-in-time" information. Such sites are able to reach people with pertinent information that will spark their interest, assist them in formulating questions when speaking to their physicians, and, above all, improve their own well-being. This article discusses a particular push technology strategy, how outcomes information was obtained to validate the strategy, and the results for a particular healthcare diagnosis.

Velma Payne, MBA and Joan M. Kiel, PhD

Data Mining Applications in Healthcare

Data mining has been used intensively and extensively by many organizations. In healthcare, data mining is becoming increasingly popular, if not increasingly essential. Data mining applications can greatly benefit all parties involved in the healthcare industry. For example, data mining can help healthcare insurers detect fraud and abuse, healthcare organizations make customer relationship management decisions, physicians identify effective treatments and best practices, and patients receive better and more affordable healthcare services. This article explores healthcare data mining applications. It discusses data mining and its healthcare applications in major areas such as the evaluation of treatment effectiveness, management of healthcare, customer relationship management, and the detection of fraud and abuse. It also gives an illustrative example of a healthcare data mining application involving the identification of risk factors associated with the onset of diabetes.

Hian Chye Koh and Gerald Tan

CIOs' Views of HIPAA Security Rule Implementation— An Application of Q-methodology

The purpose of this study is to uncover the attitudes held by chief information officers (CIOs) regarding the implementation of HIPAA's Security Rule. In March and April of 2004, five Chicago area CIOs were surveyed and asked to rank 26 opinion statements that presented possible implementation barriers to the Security Rule. Q-methodology, which is a powerful tool in subjective study, was employed to identify and categorize the viewpoints of CIOs toward the barriers. Two factors (opinion types) that represented two different views--socially motivated CIOs and resources-motivated CIOs--regarding the implementation barriers were extracted. The study sheds light on the attitudes and perceptions of CIOs as they begin rule implementation. Current CIOs can use this information as a way to begin to examine what the prevailing attitude may be at their institution and, therefore, how to begin building a successful implementation strategy.

Mei Ao, MD, MS, and Rosemary Walker, DDS, MBA, MS

The Impact of Patient-Physician Web Messaging on Provider Productivity

Patients increasingly want electronic access to providers, but physicians have been slow to offer e-access, fearing they will be overwhelmed by

unreimbursed patient messages. This article reports on efforts to measure how patient-provider web messaging affects physician productivity. To measure productivity, researchers analyzed the work of a group of physicians using a secure Web messaging system, compared with a control group that did not use the system. Results showed that physicians using the electronic media to communicate had about a 10 percent increase in productivity. Secure Web messaging's benefits also outweigh those of e-mail in increasing productivity and allaying concerns of physicians.

Eric M. Liederman, MD, MPH, Jerry C. Lee MD, MS, Victor H. Baquero, MD, and Paul G. Seites, MD

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