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COURSE MAP-WEEK 10

5 DOMAINS

10 METHODS

4 INFO. RESOURCES

EHRs (VistA)

Elements & functions of Info. Systems

HIT STANDARDS

ON YOUR OWN

Skill Modules

Lectures

i

ii

5

6

time

Skill Modules

Lectures

i

ii

5

6

time
BACKGROUND: WHO I AM

PhD Candidate in Health Services Organization and Policy
- School of Public Health
- Studying physician practices; HIT

Research Analyst at the Center for Studying Health System Change
- Researched physician practices; HIT; health insurance
- Washington, DC
AGENDA: WHAT ARE WE GOING TO DO

1. Why Organizations?
2. Background about Healthcare Organizations
3. Management Issues in Healthcare Organizations
4. IT Issues and Healthcare Organizations
5. Methods of Studying Organizations
ARE ORGANIZATIONS IMPORTANT?

“Question Box” by Raymond Bryson
ARE HEALTH CARE ORGANIZATIONS UNIQUE?

Similarities to other human services organizations (ex: social work; advocacy; education)

1. Moral nature of work
2. Atypical relationship with clients (like students)

ARE HEALTH CARE ORGANIZATIONS UNIQUE?

Differences from other human services organizations:

- 18% of 2010 GDP and growing – *2nd largest industry in the US!*
- Unique *combination* of attributes:
  1. Difficulty defining and measuring outcomes
  2. Variable and complex work
  3. Emergent and nondeferrable work
  4. Little tolerance for ambiguity or error
  5. Professional autonomy
  6. Organizations do not always employ their members
  7. Interdependencies among staff

US HEALTHCARE SYSTEM

Government

Employer

Insurer

Patient

Provider

PD-SELF
KEY CHARACTERISTICS OF HEALTH CARE PROVIDER ORGANIZATIONS

- Size
- Affiliation with other organizations
- Geographic location
- Rural vs. Urban
- Safety net status
- Teaching status
- Not-for-profit vs. For-profit (“investor-owned”)
- Culture, leadership, payer mix
RELATIONSHIPS BETWEEN ORGANIZATIONS

1° Health Center

2° Community (District) Hospital

3° Medical Center

Clinic

Slide courtesy of Rich Lichtenstein, 2010
51% of US hospitals are under 100 beds

Source: AHA Hospital Statistics, 2009
HOSPITAL-PHYSICIAN TRENDS 2000-2008

Source: American Hospital Association annual survey
AGENDA: WHAT ARE WE GOING TO DO

1. Why Organizations?

2. Background about Healthcare Organizations

3. Management Issues in Healthcare Organizations

4. IT Issues and Healthcare Organizations

5. Methods of Studying Organizations
1. Leadership and decision-making

- Autocratic
- Bureaucratic
- Charismatic
- Democratic/participative
- Laissez-faire
- People-oriented / relations-oriented
- Servant
- Task-oriented
- Transactional
- Transformational
MANAGEMENT ISSUES IN ORGANIZATIONS

1. Leadership and decision-making
2. Culture

- Competing values around
  - Collaboration
  - Competition
  - Creation
  - Control
MANAGEMENT ISSUES IN ORGANIZATIONS

1. Leadership and decision-making

2. Culture

3. Integration/Relationship with Other Organizations
   - Physician Organization: Multiple Practices
   - Physician-Hospital Organization: Hospitals + Physician Practices
   - Integrated Delivery System: Health Plan + Providers
   - ACOs
AGENDA: WHAT ARE WE GOING TO DO

1. Why Organizations?
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5. Methods of Studying Organizations
HEALTH CARE ORGANIZATIONS’ IT NEEDS

1. Operational (e.g., bill paying, medical history)
2. Planning (population management)
3. Communication (handoffs)
4. Documentation and reporting (joint commission audits)
5. Ability to use IT to transform and innovate (ACOs/PCMH)
COMPETING IT PRIORITIES IN HCOS

1. Clinical vs. administrative needs
   - Who is paying?
   - Who is using?

2. Primary vs. secondary use

3. Current documentation care vs. future decision-making

4. HIPAA
TODAY, LET’S COMPARE...

Small
Suburban
Independent
Primary care practice

Large
Urban
System
Hospital
## COMPARE AND CONTRAST IT ISSUES...

- What are the IT priorities of these organizations?
- What policy issues should they be concerned about?
- Who makes decisions?
- How do you reach consensus?
- What type of support do they have?
- How does that affect the systems they buy?

| Small Independent Suburban PCP | Vs | Large Urban Hospital System |
AGENDA: WHAT ARE WE GOING TO DO

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HOW WE STUDY ORGANIZATIONS

Organization studies

Organizational Theory (Macro)

Organizational Behavior (Micro)
WHAT DO WE WANT TO KNOW ABOUT ORGANIZATIONS?

**ORGANIZATION THEORY**

• Why don’t all organizations look the same?
• Can organizations change, or must new ones replace ineffective ones?

**ORGANIZATION BEHAVIOR**

• How do you motivate people in organizations?
• What makes a good leader? What are the impacts of good leadership?
HOW DO WE ANSWER THESE QUESTIONS?

1. Surveys
   - Who do you survey?
   - More than one person per organization?
   - Same person multiple times?
HOW DO WE ANSWER THESE QUESTIONS?

1. Surveys

2. Interviews and site visits
   - *How do you select cases?*
   - *What type of information are you recording?*
HOW DO WE ANSWER THESE QUESTIONS?

1. Surveys

2. Interviews and site visits

3. Linking together secondary datasets
   - Analyzing publicly available information – CEOs, boards of directors, stockholder reports
   - Market share and other performance metrics
   - What organizations are left out of this approach?
THANK YOU!

QUESTIONS?

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