

IT Governance in Hospitals and Health Systems

Roger Kropf, PhD and Guy Scalzi, MBA

To Be Published by HIMSS in February, 2012

About the Authors

Roger Kropf is a Professor in the Health Policy and Management Program at New York University's Robert F. Wagner Graduate School of Public Service. Dr. Kropf has also been a Visiting Professor since 1997 at the University of Colorado at Denver Business School, where he teaches in the Executive MBA Program in Health Administration.

Guy Scalzi is a principal in Aspen Advisors, a professional services firm that works with healthcare organizations to optimize the value of their information technology. From 1999-2006, he was Senior Vice President and Managing Director of FCG's Group Management Services business. He has held the position of CIO at the New York-Presbyterian Hospital, New York/Cornell Medical Center and the Hospital for Joint Diseases, a division of New York University Medical Center.

Contact Information

Roger Kropf roger.kropf@nyu.edu <http://www.nyu.edu/classes/kropf/>
Guy Scalzi gscalzi@aspenadvisors.net

Purpose And Contents

IT Governance in Hospitals and Health Systems describes how to create an Information Technology (IT) governance process that increases the number of IT projects that support the strategy of a hospital or health system and are completed on-time and on- budget.

It defines and describes IT governance as it is currently practiced in leading healthcare organizations. Without a governance structure, IT at many hospitals and healthcare systems is a haphazard endeavor that typically results in late, over budget projects and ultimately many disparate systems that don't function well together.

IT Governance in Hospitals and Health Systems defines IT governance and why it is important. It describes the components of IT governance and the keys to a successful governance process. Roles, responsibilities and committee structure are defined. Process and work flows that lead to successful governance are described. The relationship of IT governance to project and portfolio management is explained. While examples from hospitals and health systems will appear throughout the book, the final section contains several detailed case studies of effective IT governance.

Table of Contents

About the Authors.....

Acknowledgments.....

Preface.....

Introduction.....

Quick Start Guide To IT Governance in Hospitals and Health Systems.....

Chapter 1 What Is IT Governance And Why Is It Important?.....

- Definition of IT Governance.....
Why Governance is Important.....
What IT Governance Covers.....
Governance Isn't Just Oversight.....

Chapter 2 Keys to Successful IT Governance & Common Mistakes.....

- Keys to Successful IT Governance.....
Mistakes and Lessons Learned.....

Chapter 3 Committee Structure.....

- Engaging Physicians.....
Create a Governance or Steering Committee.....
Create Advisory Committees.....
Define the role of the Board.....
Define the role of the CEO.....
Examples of Committees and Their Role, Membership and Functions.....
CIO Role.....
CIO Staff Roles.....

Chapter 4 Governance Processes and Workflows.....

- Define a Governance Process.....
Workflow for Project Requests.....
Project Request Forms.....
Prepare a Business Case.....
Require Project Sponsors Who Are Accountable.....
Project Prioritization.....
Communication.....
Relationship to the Budgeting Process.....

Create a PMO or Hire Project Managers.	
Post-Implementation Review.	
Frameworks: CoBIT and ITIL	
Chapter 5 IT Governance and Project Management.	
Relationship With the IT Governance Committee.	
Create a PMO or Hire Project Managers.	
Project Manager Role.	
The PMO And Project Portfolio Management.	
An Alternative to the PMO.	
Chapter 6 Case Studies.....	
I. IT Governance At East Jefferson General Hospital, Metairie, LA	
II. IT Governance At Eastern Maine Healthcare Systems, Brewer, ME	
III. IT Governance At Saint Luke’s Health System, Kansas City, MO	
Endnotes.	