# Course Description

This course is designed to provide students with an overview of the issues and implications of technology systems in health care organizations. Included will be discussion of the electronic medical record and the health information exchange and its effect on the health care environment.

# University Learning Outcomes (ULO)

* **ULO1:**Knowledge of Human Cultures and the Physical and Natural World
* **ULO2:**Intellectual and Practical Skills
* **ULO3:**Personal and Social Responsibility
* **ULO4:**Integrative and Applied Learning­
* **ULO5:**Immersed in the Critical Concerns of the Sisters of Mercy of the Americas

# Program Learning Outcomes (PLO)

* **PLO1**: Students will effectively research and communicate in writing (in APA format) ideas and arguments associated with business leadership and management issues. (ULO 1, 3, 4)
* **PLO2**: Students will apply knowledge and skills to develop a comprehensive business plan which demonstrates competency in the following areas: management, operations, finance, and marketing. (ULO 2, 4)
* **PLO3**: Apply critical thinking to real life work problems through the application of theoretical and experiential knowledge. (ULO 1, 2, 4)
* **PLO4**: Students will identify issues and strategies related to ethics and corporate social responsibility and its implications for business. (ULO 2, 3, 4)

# Course Learning Outcomes (CLO)

* **CLO1:** Understand the adoption, use, and functionality of major health care information systems and the supporting systems needed to support population health management.
* **CLO2:** Examine the processes and tools needed to effectively select, implement, evaluate, and manage health care information systems in the rapidly changing health care industry.
* **CLO3:** Evaluate the processes that a health care organization goes through in selecting and implementing an effective health care information system.
* **CLO4:** Apply health care information systems laws, regulations, and standards to ensure regulatory compliance.
* **CLO5:** Develop a plan for assessing and achieving the value in an IT investment.

# Student Expectations

Students are expected to:

* Ask probing and insightful questions related to course content.
* Make meaningful and relevant connections and application to their own learning process.
* Be productive and contributing members of class discussions.

# Required Course Materials

Wagner, K. A., Lee, F. W., & Glaser, J. P. (2017). Health care information systems: A practical approach for health care management (4th ed.). San Francisco, CA: Jossey-Bass et Pfeiffer/Wiley.

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# Suggested Point Values

|  |  |  |
| --- | --- | --- |
| **Assessment** | **Point Value** | **Due** |
| **Week 1** |  |  |
| DQ 1.1 Affordable Care Act (ACA) and Mercy Mission | 30 |  |
| DQ 1.2 Value of HCIT Initiatives | 30 |  |
| DQ 1.3 Common Source of Health Care Data | 30 |  |
| Week 1 Test | 20 |  |
| **Week 2** |  |  |
| DQ 2.1 Challenges With Adoption and Use of EHRs | 30 |  |
| DQ 2.2 Population Health Management Drivers | 30 |  |
| DQ 2.3 Population Health Management Strategy | 30 |  |
| Week 2 Test | 20 |  |
| **Week 3** |  |  |
| DQ 3.1 System Acquisition Pitfalls | 30 |  |
| DQ 3.2 Health IT and Patient Safety | 30 |  |
| Implementing a Capacity Management Information System Case Study | 40 |  |
| Week 3 Test | 20 |  |
| **Week 4** |  |  |
| DQ 4.1 IT Outsourcing | 30 |  |
| DQ 4.2 Determining IT Effectiveness | 30 |  |
| Case Study Research Paper: Assessing the Value of a Health IT Vestment | 100 |  |
| Week 4 Test | 20 |  |
| **Week 5** |  |  |
| DQ 5.1 HIPAA Privacy and Security | 30 |  |
| DQ 5.2 Health Care Performance Standards and Measures | 30 |  |
| DQ 5.3 Health IT Standards | 30 |  |
| Week 5 Test | 20 |  |
| **Week 6** |  |  |
| DQ 6.1 IT Sustainable Competitive Advantage | 30 |  |
| DQ 6.2 Well-Aligned IT Strategies | 30 |  |
| DQ 6.3 Strategically Aligned IT Outcomes | 30 |  |
| Week 6 Test | 20 |  |
| **Week** |  |  |
| DQ 7.1 IT Effectiveness Survey | 30 |  |
| DQ 7.2 IT Governess Evolution | 30 |  |
| DQ 7.3 IT Liaison | 30 |  |
| Final Project: Board Support for a Capital Project Case Study Analysis Paper | 150 |  |
| Course Reflection | 20 |  |
| **Total Points** | **1000** |  |

**Grading Scale**

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| --- | --- |
| **Grade** | **Range** |
| A | 93–100 |
| A- | 90–92 |
| B+ | 87–89 |
| B | 83–86 |
| B- | 82–80 |
| C+ | 77–79 |
| C | 73–76 |
| C- | 70–72 |
| D+ | 67–69 |
| D | 63–66 |
| D- | 60–62 |
| F | 59 |

# Course Schedule

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| **Week** | **Start** | **End** |
| One | <insert start date> | <insert end date> |
| Two |  |  |
| Three |  |  |
| Four |  |  |
| Five |  |  |
| Six |  |  |
| Seven |  |  |

# Weekly Learning Modules

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| **Week One: Health Information Characteristics and Data Quality** | | | |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Discuss the most significant influences shaping the health care information technology landscape. | | CLO1 | |
| * 1. Examine the composition of the health care information technology industry. | | CLO1 | |
| * 1. Discuss common issues related to health care data quality. | | CLO1 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Chapter Readings a PowerPoints**  **Read** Ch. 1 & 2 and Appendix A (pp. 525–537) of *Health Care Information Systems*.  **Review** the following PowerPoint presentations**:**   * Chapter 1 * Chapter 2 | | 1.1, 1.2, 1.3 | Lecture Activity = **1hr** |
| **Week 1 Matching Exercise**  **Complete** the [Week 1 Matching Exercise](http://media.gmercyu.edu/mba750/mba750week1/story.html). This exercise will help you pass the test this week. | | 1.1, 1.2, 1.3 | Lecture Activity = **1hr** |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **DQ 1.1: Affordable Care Act (ACA) and The Mercy Mission**  **Review** the [Sisters of Mercy Mission & Values](https://www.sistersofmercy.org/about-us/mission-values/).  **Respond** to the following question by Thursday 11:59 p.m. (EST). Provide specific examples to support your answers:   * How well does the ACA support the mission and values of the Sisters of Mercy? Use examples to explain your perspective.     **Post** constructive criticism, clarification, additional questions, or your own relevant thoughts to 2 of your classmates' posts by 11:59 p.m. (EST) on Sunday. | | 1.2 | Discussion Board = **1hr** |
| **DQ 1.2: Value of HCIT Initiatives**  **Respond** to the following question by Thursday 11:59 p.m. (EST). Provide specific examples to support your answers:   * National private sector and government initiatives in information technology have improved the quality and delivery of care but have not reduced costs. Do you agree or disagree? Support your answer using one external scholarly source.   **Post** constructive criticism, clarification, additional questions, or your own relevant thoughts to 2 of your classmates' posts by 11:59 p.m. (EST) on Sunday. | | 1.1 | Discussion Board = **1hr** |
| **DQ 1.3: Common Sources of Health Care Data**  **Respond** to the following questions by Thursday 11:59 p.m. (EST). Provide specific examples to support your answers:   * Name and describe some common sources of comparative data. What is their potential value to a health care manager? Is any one source of comparative data more valuable than the others? Why or why not?   **Post** constructive criticism, clarification, additional questions, or your own relevant thoughts to 2 of your classmates' posts by 11:59 p.m. (EST) on Sunday. | | 1.2 | Discussion Board = **1hr** |
| **Week 1 Test**  **Complete** the Week 1 Test.  *Note:* Students have 90 minutes to complete the test and one attempt only. The test must be completed when started. There is no backtracking allowed. | | 1.1, 1.2, 1.3, | Test = **1.5 hrs** |
| **Total** |  |  | **9.5hrs** |

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| Week Two: Evolution of Health Care Information Systems and Clinical Information  Systems | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Identify the major types of health care administrative and clinical information systems. | | CLO2 | |
| * 1. Discuss key functions and capabilities of electronic health records use and adoption. | | CLO3, 5 | |
| * 1. Analyze the needs, adaptability, and potential barriers to health systems data.   2. Discuss the use of data analytics to monitor, predict, and improve systems performance. | | CLO3, 5  CLO3, 5 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Chapter Readings and PowerPoints**  **Read** Ch. 3 & 4 of *Health Care Information Systems*.  **Read** Healthcare Information Systems: A Look at the Past, Present, and Future  **Review** the following PowerPoint presentations**:**   * Chapter 3 * Chapter 4 | | 2.1, 2.2, 2.3, 2.4 | Lecture Activity = **1hr** |
| **Healthcare Interoperability**  **Watch** the following videos:   * [Challenges with Interoperability in Healthcare](https://www.youtube.com/watch?v=EgNCKLyPu88) [3:19] * [Solving the Interoperability Challenge](https://www.youtube.com/watch?v=HS-DhbR8jak) [3.54] | | 2.1, 2.2, 2.3, 2.4 | Lecture Activity = **.5 hr** |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **DQ 2.1: Challenges With Adoption and Use of EHRs**  **Respond** to the following question by Thursday 11:59 p.m. (EST). Provide specific examples to support your answers:   * Ch. 4 of the textbook presented three broad categories of barriers to health information technology, critical issues that negatively impact the adoption and use of EHRs:  1. Interoperability 2. Usability 3. Health IT safety   Of these, which presents the greatest challenge? Why? Include one scholarly, current (no older than 6 years) external source.  **Post** constructive criticism, clarification, additional questions, or your own relevant thoughts to 2 of your classmates' posts by 11:59 p.m. (EST) on Sunday. | | 2.2, 2.3, 2.4 | Discussion Board = **1hr** |
| **DQ 2.2: Population Health Management Drivers.**  **Read** pp. 7–9 of Population Health Management: Resource Guide.  **Respond** to the following by Thursday 11:59 p.m. (EST). Provide specific examples to support your answer:   * Namethe various stakeholders that provided the impetus toward value-based care. Select one stakeholder, and describe how the stakeholders influence is a driver for population health management.   **Post** constructive criticism, clarification, additional questions, or your own relevant thoughts to 2 of your classmates' posts by 11:59 p.m. (EST) on Sunday. | | 2.3, 2.4 | Discussion Board = **1hr** |
| **DQ 2.3: Population Health Management Strategy**  **Watch** the following videos:   * National Committee for Quality Assurance (NCQA): [Population Health Management: A Primer](https://www.ncqa.org/videos/what-is-population-health-management/) [4:45] * [Through the Looking Glass: A Look at Population Health](https://www.youtube.com/watch?v=wFswxe_73og) [8:40]   **Respond** to the following question by Thursday 11:59 p.m. (EST). Provide specific examples to support your answer:   * From a health care information systems perspective, what is inherently problematic with the NCQA’s model? Recommend a solution to improve performance.   **Post** constructive criticism, clarification, additional questions, or your own relevant thoughts to 2 of your classmates' posts by 11:59 p.m. (EST) on Sunday. | | 2.3, 2.4 | Discussion Board = **1hr** |
| **Week 2 Test**  **Complete** the Week 2 Test.  *Note:* Students have 90 minutes to complete the test and one attempt only. The test must be completed when started. There is no backtracking allowed. | | 2.1, 2.2, 2.3, 2.4 | Test = **1.5hrs** |
| **Total** |  |  | **6hrs** |

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| Week Three: System Acquisition, Implementation, and Support | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Explain the processes that a health care organization typically goes through in selecting a health care information system. | | CLO3, 5 | |
| * 1. Analyze the processes that a health care organization typically goes through in implementing a health care information system. | | CLO3, 5 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Chapter Readings and PowerPoints**  **Read** Ch. 5 & 6 of *Health Care Information Systems*.  **Review** the following PowerPoint presentations**:**   * Chapter 5 * Chapter 6 | | 3.1, 3.2 | Lecture Activity = **1 hour** |
| **Health Care Technology**  **View** the following videos:   * [Next Generation Electronic Medical Records and Search: A Test Implementation in Radiology](https://www.youtube.com/watch?v=G4FYD1eIesE) [29:04mins] * [ISS3: Dr. Thirupukuzhi Vankipuram Srinivasan: Implementation of clinical information systems](https://www.youtube.com/watch?v=KlV2XNA1OfU) [1:09:57mins] | | 3.1, 3.2 | Lecture Activity = **1.5hrs** |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **DQ 3.1: System Acquisition Pitfalls**  **Respond** to the following questions by Thursday 11:59 p.m. (EST). Provide specific examples to support your answers:   * Successfully leading a system acquisition process requires strong and effective leadership, planning, and organizational and communication skills. Things can and do go wrong. What are 3 common pitfalls associated with the system acquisition process? How can these issues be avoided?   **Post** constructive criticism, clarification, additional questions, or your own relevant thoughts to two of your classmates' posts by 11:59 p.m. (EST) on Sunday. | | 3.1 | Discussion Question = **1hr** |
| **DQ 3.2: Health IT and Patient Safety**  **Read the** introduction of the Institute of Medicine’s 2011 report entitled Health IT and patient Safety: Building Safer Systems for Better Care.  **Respond** to the following question by Thursday 11:59 p.m. (EST). Provide specific examples to support your answers:   * Do you agree that patient safety is a partnership between the health care organization and health IT vendor when implementing health care information systems? Explain the role of each and your rationale.   **Post** constructive criticism, clarification, additional questions, or your own relevant thoughts to 2 of your classmates' posts by 11:59 p.m. (EST) on Sunday. | | 3.2 | Discussion Question = **1hr** |
| **Implementing a Capacity Management Information System Case Study**  **Review** [Implementing a Capacity Management Information System](http://media.gmercyu.edu/mba750/casestudies/capacitymgmt/story_html5.html).This case study is also available on pages 477-478 of your textbook.  **Review** Ch. 5 & 6 of the readings this week.  **Respond** to the following questions by Thursday 11:59 p.m. (EST). Provide specific examples to support your answers:   * Do you think the absence of a full-time CIO has had an impact on this acquisition project? Why or why not?   **Post** constructive criticism, clarification, additional questions, or your own relevant thoughts to 2 of your classmates' posts by 11:59 p.m. (EST) on Sunday. | | 3.2 | Discussion Question = **1hr** |
| **Week 3 Test**  **Complete** the Week 3 Test.  *Note:* Students have 90 minutes to complete the test and one attempt only. The test must be completed when started. There is no backtracking allowed. | | 3.1, 3.2, 3.3 | Test = **1.5hrs** |
| **Total** |  |  | **7 hrs** |

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| Week Four: Assessing and Achieving Value in Health Care Information Systems, and Organizing Information Technology Services | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Discuss the nature of IT-enabled value.   2. Discuss factors that ensure IT value delivery. | | CLO1  CLO1, 2, 3 | |
| * 1. Identify key attributes of highly effective IT organizations. | | CLO1, 3 | |
| **4.4** Develop a plan for evaluating the effectiveness of the IT function within an organization. | | CLO1, 2 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Chapter Readings and PowerPoints**  **Read** Ch. 7 & 8of *Health Care Information Systems*.  **Review** the following PowerPoint presentations**:**   * Chapter 7 * Chapter 8 | | 4.1, 4.2, 4.3, 4.4 | Lecture Activity = **1hr** |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **DQ 4.1: IT Outsourcing**  **Respond** to the following questions by Thursday 11:59 p.m. (EST). Provide specific examples to support your answers:   * Locate at least one current, (no older than 6 years) scholarly article that outlines the advantages and disadvantages of outsourcing IT. * Describe the advantage and disadvantages of outsourcing IT? What criteria should be used to determine whether IT should be outsourced?   **Post** constructive criticism, clarification, additional questions, or your own relevant thoughts to 2 of your classmates' posts by 11:59 p.m. (EST) on Sunday. | | 4.3, 4.4 | Discussion Board = **1hr** |
| **DQ 4.2: Determining IT Effectiveness**  **Respond** to the following question by Thursday 11:59 p.m. (EST). Provide specific examples to support your answers:   * Imagine you are the CTO of a local hospital system. The CEO has asked you to provide an explanation to the board of directors on how to evaluate the hospital system’s IT function. Prepare an outline of questions that need to be answered to evaluate the effectiveness of the hospital system’s IT function. Include the following areas:   + It infrastructure and application performance   + Execution   + Strategic alignment   **Post** constructive criticism, clarification, additional questions, or your own relevant thoughts to 2 of your classmates' posts by 11:59 p.m. (EST) on Sunday. | | 4.3, 4.4 | Discussion Board = **1hr** |
| **Case Study Research Paper: Assessing the Value of Health IT Investment**  **Review** theAssessing the Value of a Health IT Vestment Case Study, located on page 502 of your textbook.  **Write** a 1,200- to 1,250-word paper describing your strategy plan for assessing the value of replacing EasyDoc with Epic at Southwest Medical Center. Note the following requirements:   * Identify the advantages and disadvantages of replacing EasyDoc with Epic. Include a table to demonstrate the pros and cons of the replacement. * What metrics and information (factors) would you use to determine whether a switch should be recommended? * If Epic is implemented, what criteria would you use to determine if the change to Epic was successful? * If Epic will not be implemented, make the case for the decision not to implement Epic. Include two current (no older than 6 years), external scholarly sources. * Format your paper using APA, including level 1 and level 2 headings.   **Submit** the paper by 11:59 p.m. (EST) on Sunday. | | 4.1, 4.2, 4.3 | Research Paper = **2hrs** |
| **Week 4** Test  **Complete** the Week 4 Test.  Note: Students have 90 minutes to complete the test and one attempt only. The test must be completed when started. There is no backtracking allowed. | | 4.1, 4.2, 4.3,  4.4, 4.5 | Test = **1.5hrs** |
| **Total** |  |  | **6.5hrs** |

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| Week Five: Organizing IT Services and IT Alignment and Strategic Planning | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Describe why health information security is an important issue for health care administrators. | | CLO 3, 4, 5 | |
| * 1. Explain the concepts of privacy and confidentiality as they relate to health information.      * 1. Explain how health care organizations (payers, providers, etc.) use data and information to demonstrate performance to licensing, certifying, and accrediting bodies. | | CLO 3, 4, 5  CLO 3, 4, 5 | |
| * 1. Discuss health care information standards. | | CLO 3, 4, 5 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Chapter Readings and PowerPoints**  **Read** Ch. 9–11 of *Health Care Information Systems*.  **Review** the following PowerPoint presentations**:**   * Chapter 9 * Chapter 10 * Chapter 11 | | 5.1, 5.2, 5.3 | Lecture Activity = **1.5 hr** |
| **Security Risk and Contingency Planning**  **Watch** the following Office of the National Coordinator for IT Videos:   * [Security 101: Security Risk Analysis](https://www.youtube.com/watch?v=hNUBMLVr9z4) [8:06] * [Security 101: Contingency Planning](https://www.youtube.com/watch?v=61roNgguC1k) [6:35} | | 5.2, 5.3 | Lecture Activity = **1hr** |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **DQ 5.1: HIPAA Privacy and Security**  **Go** to the [Office for Civil Rights Enforcement Activities and Results Website](https://www.hhs.gov/hipaa/for-professionals/compliance-enforcement/examples/all-cases/index.html) and read 5 case examples involving HIPAA security violations.  **Respond** to the following questions by Thursday 11:59 p.m. (EST). Provide specific examples to support your answers:   * List the names of the 5 cases your read, and answer the following:   + What do the cases have in common? What are their differences?   + Do all of the security rule violations also involve privacy rule violations?   + What were your impressions of the types of cases you read and their resolutions?   **Post** constructive criticism, clarification, additional questions, or your own relevant thoughts to 2 of your classmates' posts by 11:59 p.m. (EST) on Sunday. | | 5.1, 5.2 ,5.3 | Problem Solving = **1hr** |
| **DQ 5.2: Health Care Performance Standards and Measures**  **Respond** to the following questions by Thursday 11:59 p.m. (EST). Provide specific examples to support your answers:   * Visitthe NCQA website at [www.ncqa.org](http://www.ncqa.org) and research two health plans you are familiar with. List the names of the two health plans you researched. What do the report cards tell you about the health plans? Is this information useful? Why or why not?   **Post** constructive criticism, clarification, additional questions, or your own relevant thoughts to 2 of your classmates' posts by 11:59 p.m. (EST) on Sunday. | | 5.1, 5.4 | Discussion Board **= 1hr** |
| **DQ 5.3: Health IT Standards**  Health care IT standards pertain to security, data transport, data format or structure, or the meanings of codes and/or terms. Health care IT standards development is a dynamic process. Select one of thestandards discussed in Ch. 11, and conduct an Internet search for current information on the standard  **Respond** to the following questions by Thursday 11:59 p.m. (EST). Provide specific examples to support your answers:   * Educate the class on the standard you selected, and discuss the relevancy of the current information. Was the information you found current? How relevant is the information you found?   **Post** constructive criticism, clarification, additional questions, or your own relevant thoughts to 2 of your classmates' posts by 11:59 p.m. (EST) on Sunday. | | 5.1, 5.5 | Discussion Board = **1hr** |
| **Week 5 Test**  **Complete** the Week 5 Test.  *Note:* Students have 90 minutes to complete the test and one attempt only. The test must be completed when started. There is no backtracking allowed. | | 5.1, 5.2, 5.3 | Test = **1.5hr** |
| **Total** |  |  | **7hrs** |

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| Week Six: IT Alignment and Strategic Planning | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Discuss the importance of an IT strategic plan. | | CLO3, 4, 5 | |
| * 1. Articulate the process for developing an IT strategy. | | CLO3, 4, 5 | |
| * 1. Discuss the challenges of developing an IT strategy. | | CLO3, 4, 5 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***Pages/AIE/***  ***Generic*** |
| **Chapter Reading and PowerPoint**  **Read** Ch. 12 of *Health Care Information Systems*.  **Review** the following PowerPoint presentation: Chapter 12 | | 6.1, 6.2, 6.3 | Lecture Activity = **.5hr** |
| **Successful Strategies and Implementation**  **Watch** the following videos:   * [7 Steps to Successful Strategy and Implementation](https://www.youtube.com/watch?v=LkesApAMSQk) [10:25mins] * [An Introduction to Strategic Planning 1](https://www.youtube.com/watch?v=IArJqjJPTLI) [14:02mins] * [Why Strategies Fail](https://www.youtube.com/watch?v=baHpD87OVk0) [31:15mins]   **Post** any insights or questions to the Week 6 Discussion forum. | | 6.1, 6.2, 6.3 | Lecture Activity = **1hr** |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **DQ 6.1: IT Sustainable Competitive Advantage**  According to Porter (2008), firms that sustain profits beyond the industry average are said to possess competitive advantage. The goal for firms is to achieve sustainable competitive advantage.  **Read** Transforming Strategy: Creating Shared Value.  **Respond** to the following questions by Thursday 11:59 p.m. (EST). Justify your answer and provide specific examples to support your answers:   * Information technology itself can provide a competitive advantage that is sustainable for a long time. Do you agree with this perspective? Why or why not?   **Post** constructive criticism, clarification, additional questions, or your own relevant thoughts to 2 of your classmates' posts by 11:59 p.m. (EST) on Sunday.  Reference: Porter, M. (2011, July 12), Transforming strategy: Creating shard value, All World Summit. Boston, MA. | | 6.1, 6.2, 6.3, | Discussion Board = **1hr** |
| **DQ 6.2: Well-Aligned IT Strategies**  According to Wagner, Lee, & Glaser (2017), “The development of well-aligned IT strategies has been notoriously difficult for many years, and there appears to be no reason such alignment will become significantly easier over time” (p. 398).  **Respond** to the following by Thursday 11:59 p.m. (EST). Provide specific examples to support your answers:   * Discuss the major challenges associated with IT alignment and strategic planning. Offer a recommendation for improved alignment.   **Post** constructive criticism, clarification, additional questions, or your own relevant thoughts to 2 of your classmates' posts by 11:59 p.m. (EST) on Sunday. | | 6.1, 6.2, 6.3 | Discussion Board = **1hr** |
| **DQ 6.3: Strategically Aligned IT Outcomes**  Imagine you are the CIO responsible for ensuring the development and implementation of a strategically aligned IT plan. You are responsible to ensure the plan’s success. The final plan you develop will be the basis for assessing progress throughout the year.  **Respond** to the following questions by Thursday 11:59 p.m. (EST). Provide specific examples to support your answers:   * What 5 results should your alignment process produce? Why?   **Post** constructive criticism, clarification, additional questions, or your own relevant thoughts to 2 of your classmates' posts by 11:59 p.m. (EST) on Sunday. | | 6.1, 6.2, 6.3 | Discussion Board = **1hr** |
| **Week 6 Test**  **Complete** the Week 6 Test.  *Note:* Students have 90 minutes to complete the test and one attempt only. The test must be completed when started. There is no backtracking allowed. | | 6.1, 6.2, 6.3, 6.4 | Test = **1.5hr** |
| **Total** |  |  | **6hrs** |

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| Week Seven: IT Governance and Management | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Discuss the scope and importance of IT governance.   2. Describe the roles and responsibilities of users, the IT department, and senior management in an IT governance strategy and plan. | | CLO4  CLO4 | |
| * 1. Develop a plan for assessing the value of an IT investment, and communicate the plan to the board. | | CLO5 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Chapter Reading and PowerPoint**  **Read** pp. 427–464 in Ch. 13 of *Health Care Information Systems*.  **Review** thefollowing PowerPoint presentation: Chapter 13 | | 7.1, 7.2 | Lecture Activity = **.5 hrs** |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **DQ 7.1: IT Effectiveness Survey**  **Respond** to the following by Thursday 11:59 p.m. (EST). Provide specific examples to support your answers:   * Assume you are a consultant who has been asked to assess the effectiveness of an organization in applying IT. Construct a questionnaire to guide the interview of organization leaders you talk with to determine effectiveness (20 questions minimum). Describe who it would be important to interview.   **Post** constructive criticism, clarification, additional questions, or your own relevant thoughts to 2 of your classmates' posts by 11:59 p.m. (EST) on Sunday. | | 7.1, 7.2, 7.3 | Discussion Board = **1hr** |
| **DQ 7.2: IT Governance Evolution Discussion**  **Read** IT Consumerization and Transformation of IT Governance.  **Respond** to the following question by Thursday 11:59 p.m. (EST). Provide specific examples to support your answers:   * Summarize 3 salient facts presented by Gregory, Kaganer, Henfridsson, and Ruch (2018). Which factor is the most critical? Why?   **Post** constructive criticism, clarification, additional questions, or your own relevant thoughts to 2 of your classmates' posts by 11:59 p.m. (EST) on Sunday. | | 7.1, 7.2, 7.3 | Discussion Board = **1hr** |
| **DQ 7.3: IT Liaison**  **Respond** to the following questions by Thursday 11:59 p.m. (EST). Provide specific examples to support your answers:   * Explainthe role and responsibilities of an IT liaison. Should all major functions and departments have an IT liaison? Why or why not? Support your answer with justification from the course materials and one external resource.   **Post** constructive criticism, clarification, additional questions, or your own relevant thoughts to 1 of your  classmates' posts by 11:59 p.m. (EST) on Sunday. | | 7.1, 7.2, 7.3 | Discussion Board = **1hr** |
| **Final Project: Board Support for a Capital Project Case Study Analysis Paper**  **Review** [Board Support for a Capital Project](http://media.gmercyu.edu/mba750/casestudies/boardsupport/story_html5.html).This case study is also available on page 515 of your textbook.  **Write** a 1,150- to 1,200-word paper using APA format that includes level 1 and level 2 headings, building a case in favor of the PACS project as being in alignment with Lakeland’s strategic goals. Include the following:   * Recommend strategies to overcome the factors contributing to the board’s decision to not authorize $1.9M for the completions of PACS. * Determine who should lead the PACs effort, and explain why. * Include 4 current (no older than 6 years), external scholarly sources.   **Submit** your case study analysis by 11:59 p.m. (EST) on Sunday. | | 6.1, 7.1, 7.2 | Case study = **2hrs** |
| **Course Reflection**  **Complete** the Course Reflection Worksheet. | | VARIES | Reflection Activity = **0.5hr** |
| **Total** |  |  | **5.5hrs** |

# Breakdown of Academic Instructional Equivalencies

|  |  |
| --- | --- |
|  | **AIE Hours** |
| **Week 1** |  |
| Required | 6 |
| Supplemental | 0 |
| **Week 2** |  |
| Required | 7 |
| Supplemental | 0 |
| **Week 3** |  |
| Required | 6.5 |
| Supplemental | 0 |
| **Week 4** |  |
| Required | 7 |
| Supplemental | 0 |
| **Week 5** |  |
| Required | 6 |
| Supplemental | 0 |
| **Week 6** |  |
| Required | 6 |
| Supplemental | 0 |
| **Week 7** |  |
| Required | 5.5 |
| Supplemental | 0 |
|  |  |
| **Total Required Hours** | 44.0 |
| **Total Supplemental Hours** | 0 |
| **Total Hours** | 44.0 |